



**Precision Strike  
Winter Roundtable 2005**



**The Way Ahead for QDR 06 and Precision Strike**

**January 26, 2005**

**PSA Winter Roundtable 2005 Agenda**

New Administration & Congress - Implications for National Defense Policy & Strategies, by Peter Huessy, President, GeoStrategic Analysis

Keynote Address by Honorable Ryan Henry, Principal Deputy Under Secretary of Defense for Policy (*Presentation not approved for distribution.*)

National Military Strategy of the United States of America, by Captain Jeff Hesterman, USN

Joint Concept Development, by Colonel Ed Yarnell, USMC

USJFCOM's Experimentation Strategy, by Captain E. Mark Chicoine, USN

Systems and Mission Integration, by Dr. Glenn Lamartin, Director, Defense Systems, OUSD (Acquisition, Technology & Logistics)

The Evolving Strategic Environment - A View from K and Wall Streets, by Pierre Chao, Senior Fellow & Director of Defense Industrial Initiatives, Center for Strategic and International Studies

# *Winter Roundtable 2005*



*Meeting Key National  
Security Challenges*



*The Way  
Ahead for  
QDR 06 and  
Precision Strike*



*January 26, 2005*

*Crystal Gateway Marriott  
1700 Jefferson Davis Highway  
Arlington, VA*

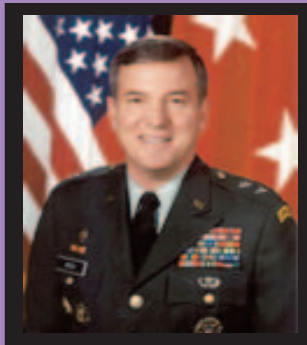
# Registration Deadline January 18, 2005



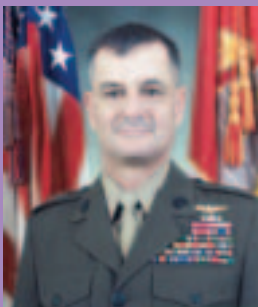
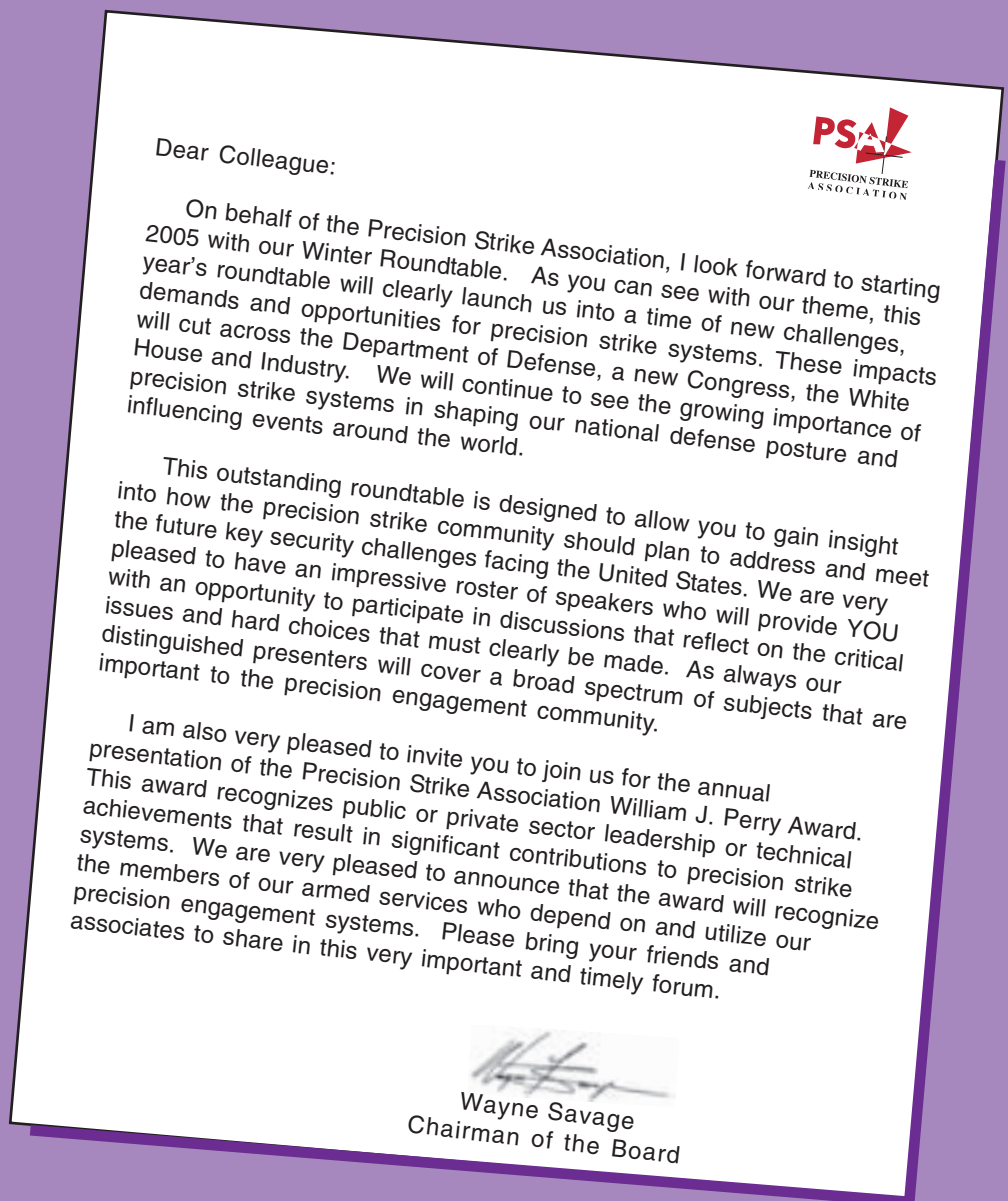
Honorable Ryan Henry  
Principal Deputy Under  
Secretary of Defense (Policy)



Congressman Curt Weldon  
PA, 7<sup>th</sup> District (Invited)



Major General John Wood, USA  
Director, Joint Experimentation  
Directorate (J-9)



Major General  
Emerson Gardner, USMC  
Director, Marines QDR



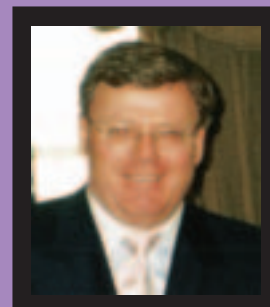
Major General  
Ronald D. Bath, USAF  
Director, Air Force  
Strategic Planning (Invited)



Brigadier General (P)  
Robert E. Durbin, USA  
Director, Army QDR



Rear Admiral  
Patrick Walsh, USN  
Director, Navy QDR  
Support Office (Invited)



Peter Huessey  
President, GeoStrategic  
Analysis, Senior  
Defense Associate, NDU  
Foundation

# The Way Ahead for QDR and Precision Strike PROGRAM

Winter  
Roundtable  
2005

0700 REGISTRATION/CONTINENTAL BREAKFAST

0745 WELCOME:

**Wayne Savage**—Chairman of the Board, Precision Strike Association

0750 NEW ADMINISTRATION & CONGRESS—IMPLICATIONS FOR NATIONAL DEFENSE POLICY & STRATEGIES:

**Peter Huessy**—President, GeoStrategic Analysis & Senior Defense Associate at NDU

0820 CONGRESSIONAL PERSPECTIVE:

**Congressman Curt Weldon**—PA, 7<sup>th</sup> District (Invited)

0900 KEYNOTE ADDRESS:

**Honorable Ryan Henry**—Principal Deputy Under Secretary of Defense for Policy

0945 MORNING REFRESHMENT BREAK

1000 NATIONAL MILITARY STRATEGY OF THE UNITED STATES OF AMERICA:

**Captain Jeff Hesterman, USN**

Strategy Division Chief, J-5 Strategic Plans and Policy Directorate, The Joint Staff

1030 JOINT CONCEPT DEVELOPMENT:

**Ed Yarnell, USMC**

Chief, Concepts Branch (J-7), The Joint Staff

1100 USJFCOM's EXPERIMENTATION STRATEGY:

**Major General John Wood, USA**

Director, Joint Experimentation Directorate (J-9), United States Joint Forces Command

1200 LUNCHEON & WILLIAM J. PERRY AWARD CEREMONY (sponsored by Raytheon Co.)

- Luncheon at Crystal Gateway Marriott
- Chairman's Remarks: **Wayne Savage**
- Distinguished Remarks: **Dr. Bill Perry**
- Special Remarks: **Select Representatives**
- Presentation of William J. Perry Award to **U.S. Warriors of OEF/OIF**
- Recipients' Remarks: **U.S. Warriors selected by Military Departments & U.S. Coast Guard to represent their Services**

1330 CONGRESSIONAL PANEL—SASC, SAC, HASC, HAC: Priorities & Issues

**Professional Staff Members**

**Moderator: Dick Rumpf**—President, Rumpf Associates International

1415 SYSTEMS AND MISSION INTEGRATION:

**Dr. Glenn Lamartin**

Director, Defense Systems, OUSD (Acquisition, Technology, & Logistics)

1500 AFTERNOON REFRESHMENT BREAK

1515 WARFIGHTERS' STRATEGY ROUNDTABLE—POLICY IMPLICATIONS FOR THE FUTURE OF PRECISION STRIKE WEAPONS:

**Moderator: Commander Cathal O'Connor, USN**—The Joint Staff (J-8)

- Army Perspective: **BG (P) Robert E. Durbin, USA**—Director, Army QDR
- Navy Perspective: **RADM Patrick M. Walsh, USN**—Director, Navy QDR Support Office (Invited)
- Marine Corps Perspective: **MajGen Emerson N. Gardner, USMC**—Director, USMC QDR
- Air Force Perspective: **MajGen Ronald J. Bath, USAF**—Director, Air Force Strategic Planning (Invited)

1630 CLOSING REMARKS: **Wayne Savage**

Wednesday  
January 26, 2005  
7:00 a.m. - 4:30 p.m.

Crystal Gateway Marriott  
1700 Jefferson Davis Hwy  
Arlington, VA 22202

Winter Roundtable  
Committee-2005

Programs Chair:  
*Ginny Sniegou*

Programs Vice-Chair  
*CDR Cathal O'Connor, USN*

Congressional Chair:  
*Dick Rumpf*

Registration  
Deadline  
January 18,  
2005



# General Information

## REGISTRATION

**On-Line:** Register for this conference on-line at <http://www.precisionstrike.org>. You will be directed to the NDIA registration web page. You will receive an emailed confirmation after you use the CONFIRM button on the web page. When registering online, please review your information then "submit" and "confirm" your entry. **PLEASE** make sure you check your account information for accuracy (i.e.: spelling of name, address, company name, email address, phone number, etc).

**Fax:** Complete registration form with payment information and fax to **703-527-5094**

**Mail:** Complete registration form **with payment to: PSA Event #5WIN**, 2111 Wilson Blvd., Suite 400, Arlington, VA 22201-3601

**Acceptable forms of payment include:** Checks (with mailed registrations); Credit cards: Visa, Master Card, American Express, Diners Club but not Discover Card.

Payment must be made at time of registration. **A late fee of \$50 will be added to any registration received after January 18, 2005. Please register onsite after the deadline date.** *Non-member fee includes individual membership in PSA for a one-year period.*

## FINAL AGENDA AND ATTENDANCE ROSTER

A final (revised) agenda and attendance roster will be distributed at the meeting. In order to appear on the roster, your completed registration and payment must be received by COB Tuesday, January 18th. An updated roster will not be printed after the conference.

## ATTIRE

Appropriate dress for this conference is business attire for civilian and military Class A uniform for military presenters. Military attendees may wear the Uniform of the Day for their respective organizations.

## CANCELLATIONS AND REFUNDS

All cancellations and refund requests must be received in writing to Precision Strike Association, 2111 Wilson Blvd, Suite # 400, Arlington, VA 22201-3061, Fax to: **703-527-5094**, or by e-mail: [info@precisionstrike.org](mailto:info@precisionstrike.org) no later than **Tuesday, January 18, 2005. After this date NO refunds will be given for any cancellations.** Substitutions are welcome prior to the day of the event. This refund policy applies to all attendees regardless of their method of registration or reason for cancellation.

## ACCOMMODATIONS

PSA has reserved a block of rooms at the conference site hotel: Crystal Gateway Marriott. When making reservations please reference **"Precision Strike Association"** to obtain the special rate.

### Crystal Gateway Marriott:

1700 Jefferson Davis Hwy  
Arlington, VA 22202  
703-920-3230 or 800-228-9290

Group Room Rate: \$189 for January 25, 2005

**Cut off date for this rate: January 4, 2005**

## DISABILITIES

PSA/NDIA supports the Americans with Disabilities Act of 1990. Attendees with special needs should call (703) 247-2590, before Tuesday, January 18, 2005.

## PROCEEDINGS

The proceedings for Winter Roundtable will be available for all attendees online 2-3 weeks after the event. The URL for the proceedings will be included in the conference materials to be distributed at the symposium. Copies of the CD will be available for purchase for those who cannot attend. The price for the WRT proceedings CD is \$250. Please note not all presentations are included in the proceedings. The decision to include is left up to the presenter.

## DOD APPROVAL

"The Department of Defense finds this event meets the minimum regulatory standards for attendance by DOD employees. This finding does not constitute a blanket approval or endorsement for attendance. Individual DoD Components commands or organizations are responsible for approving attendance of its DOD employees based on mission requirements and DOD regulations."

We would like to recognize and thank

**Raytheon**

for sponsoring the William J. Perry  
Award Luncheon

Morning and afternoon sponsorships still available

*Congratulations to the*

*2005 Recipients of the  
William J. Perry Award*

**UNITED STATES WARRIORS  
of  
Operation Enduring Freedom  
and  
Operation Iraqi Freedom**



*Dr. William J. Perry to present award  
at the Winter Roundtable luncheon*

# CALL FOR EXHIBITS & SPONSORS

## Precision Strike Association

### Winter Roundtable

Crystal Gateway Marriott

1700 Jefferson Davis Highway \* Arlington, Virginia 22202

## January 26, 2005

**EXHIBITION SPACE:** Display space available on a first-come, first-serve basis. The charge for each 10'x10' display area is **\$900 for PSA Corporate Members (includes one registration)** and **\$1100 for non-members (includes one registration)**. Please refer to the exhibit hall diagram for exact display locations. Each 10'x10' includes (1) 6' table with two chairs, or you can bring your own exhibit display to fit in this space. More than one space is available if desired. (Please note: ceiling height in the display area is 10'). Exhibitors will also receive recognition in onsite conference brochure, attendee's list and slide presentation shown at each break. More information will be distributed once exhibitors are determined.



### SPONSORSHIP OPPORTUNITIES

- |   |                  |
|---|------------------|
| 1. Registration & Continental Breakfast       | \$1500           |
| 2. Luncheon & William J. Perry Award Ceremony | Raytheon         |
| 3. Afternoon Refreshment Break                | \$1500           |
| 4. Giveaway Sponsor                           | Call for details |

Please use the form below to reserve space and mail with payment to: **PSA**  
2111 Wilson Blvd-Suite 400, Arlington, VA 22201-3061 or fax with  
credit card information to 703-527-5094.



Please reserve booth number \_\_\_\_\_ for our company

Alternate choice is booth number \_\_\_\_\_

Sponsorship Opportunity \_\_\_\_\_

\*Subject to change-if opportunity not available

Contact: \_\_\_\_\_ Company: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

**Payment:** ☐ Check (payable to PSA) ☐ AMEX ☐ Visa ☐ M/C ☐ Diners Club

Card # \_\_\_\_\_ Expiration Date \_\_\_\_\_

Signature: \_\_\_\_\_

**Precision Strike Association**

2111 Wilson Blvd. - Suite 400, Arlington, VA 22201-3061

703-247-2590 - Fax: 703-527-5094 - Email: [info@precisionstrike.org](mailto:info@precisionstrike.org)

# PRECISION STRIKE WINTER ROUNDTABLE

## Registration Form Crystal Gateway Marriott, Arlington, VA 26 January 2005

### Precision Strike Association

2111 Wilson Boulevard, Suite 400  
Arlington, VA 22201-3061  
(703) 247-2590 • (703) 527-5094 fax  
[www.precisionstrike.org](http://www.precisionstrike.org)



- Ways to sign up: 1. Online with a credit card at [www.precisionstrike.org](http://www.precisionstrike.org)  
2. By fax with a credit card — Fax: 703-527-5094  
3. By mail with a check or credit card

☐ Address change needed

By completing the following, you help us understand who is attending our meetings.

PSA Master ID/Membership # \_\_\_\_\_ Social Security # \_\_\_\_\_  
(if known—hint: on mailing label above your name) (last 4 digits — optional)

Prefix \_\_\_\_\_ First Name \_\_\_\_\_ MI \_\_\_\_\_ Last \_\_\_\_\_  
(e.g. RADM, COL, Mr., Ms., Dr., etc.)

Military Affiliation \_\_\_\_\_ Nickname \_\_\_\_\_  
(e.g. USMC, USA (Ret.) etc.) (for Meeting Badges)

Title \_\_\_\_\_

Organization \_\_\_\_\_

Street Address \_\_\_\_\_

Address (Suite, PO Box, Mail Stop, Building, etc.) \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Country \_\_\_\_\_

Phone \_\_\_\_\_ ext. \_\_\_\_\_ Fax \_\_\_\_\_

E-Mail \_\_\_\_\_

Signature\* \_\_\_\_\_ Date \_\_\_\_\_

### Preferred way to receive information

Conference information ☐ Address above ☐ Alternate (print address below) ☐ E-mail

Subscriptions ☐ Address above ☐ Alternate (print address below)

Alternate Street Address \_\_\_\_\_

Alternate Address (Suite, PO Box, Mail Stop, Building, etc.) \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Country \_\_\_\_\_

\* By your signature above you consent to receive communications sent by or on behalf of NDIA, its Chapters, Divisions and affiliates (NTSA, AFEI, PSA, NCWG, WID) via regular mail, e-mail, telephone, or fax. NDIA, its Chapters, Divisions and affiliates do not sell data to vendors or other companies.

### Primary Occupational Classification. Circle ONE.

- A. Defense Business/Industry
- B. R&D/Laboratories
- C. Army
- D. Navy
- E. Air Force
- F. Marine Corps
- G. Coast Guard
- H. DOD/MOD Civilian
- I. Gov't Civilian (Non-DOD/MOD)
- J. Trade/Professional Assn.
- K. Educator/Academia
- L. Professional Services
- M. Non-Defense Business
- N. Other \_\_\_\_\_

### Current Job/Title/Position. Circle ONE.

- A. Senior Executive
- B. Executive
- C. Manager
- D. Engineer/Scientist
- E. Professor/Instructor/Librarian
- F. Ambassador/Attaché
- G. Legislator/Legislative Aide
- H. General/Admiral
- I. Colonel/Navy Captain
- J. Lieutenant Colonel/Commander/ Major/Lieutenant Commander
- K. Captain/Lieutenant/Ensign
- L. Enlisted Military
- O. Other \_\_\_\_\_

Year of birth (Optional) \_\_\_\_\_

## Registration Fees

On-Time Registration Late Registration

PSA/NDIA Member\* \_\_\_\_\_ \$280 \_\_\_\_\_ \$330

Non-Member\*\* \_\_\_\_\_ \$320 \_\_\_\_\_ \$370

Government/Academia \_\_\_\_\_ \$265 \_\_\_\_\_ \$315

Press \_\_\_\_\_ \$ 0

If you are registering as a media attendee you must fax registration form, you cannot register on-line.

**Registration DEADLINE: January 18, 2005**  
**REGISTRATION FEES WILL INCREASE \$50**  
**AFTER THIS DATE**

**NO refunds for cancellations received after this date.**  
**Substitutions Welcome! Please email request.**

\* Including NDIA and all affiliates

\*\* Includes a free one-year PSA membership and National Defense magazine for Military and Government employees (first time members only).

### HOW DID YOU RECEIVE THIS FORM?

☐ Brochure Mailing ☐ PSA Website ☐ NDIA Website  
☐ Other: \_\_\_\_\_ ☐ Email

## Payment Options

☐ Check (payable to PSA) ☐ Cash ☐ VISA

☐ MasterCard ☐ American Express ☐ Diners Club

☐ Government PO/Training Form # \_\_\_\_\_

If paying by credit card, you may return by fax to (703) 527-5094.

Credit Card Number \_\_\_\_\_ Exp. date \_\_\_\_\_/\_\_\_\_/\_\_\_\_

\_\_\_\_\_  
Signature Date

**Questions? Contact: Dawn Campbell**  
**Office: (703) 247-2590 (fax) 703-527-5094**

**Mail to: Precision Strike Association (PSA)**  
**Event #5WIN**  
2111 Wilson Boulevard, Suite 400  
Arlington, VA 22201

**For more information, please see our website:**  
[www.precisionstrike.org](http://www.precisionstrike.org) or **email:** [info@precisionstrike.org](mailto:info@precisionstrike.org)

*Affiliate: National Defense Industrial Association*



# CALENDAR OF EVENTS

## **ANNUAL PROGRAMS REVIEW**

**April 19-20, 2005**

**Theme: *Precision Strike-Interdependency Across the Services***

**Location: The Hilton Crystal City at Ronald Reagan National Airport  
Arlington, VA**

## **SUMMER PEO FORUM**

**July 27-28, 2005**

**Theme: *TBD***

**Location: Emerald Coast Conference Center  
Fort Walton Beach, FL**

**Sponsorship and exhibit opportunities available for both events.**

**For more information on these events or membership, please contact the PSA office directly.**

**Precision Strike Association**

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**Precision Strike Association**

2111 Wilson Blvd. Suite 400

Arlington, VA 22201

***Registration deadline January 18, 2005***

*For more information or to register online go to [www.precisionstrike.org](http://www.precisionstrike.org)*

# **The Evolving Strategic Environment – A View From K Street and Wall Street**

**Precision Strike Association Winter Round Table 2005  
Arlington, VA**

**January 26, 2005**

**Pierre A. Chao**

Senior Fellow and Director Defense-Industrial Initiatives

202-775-3128

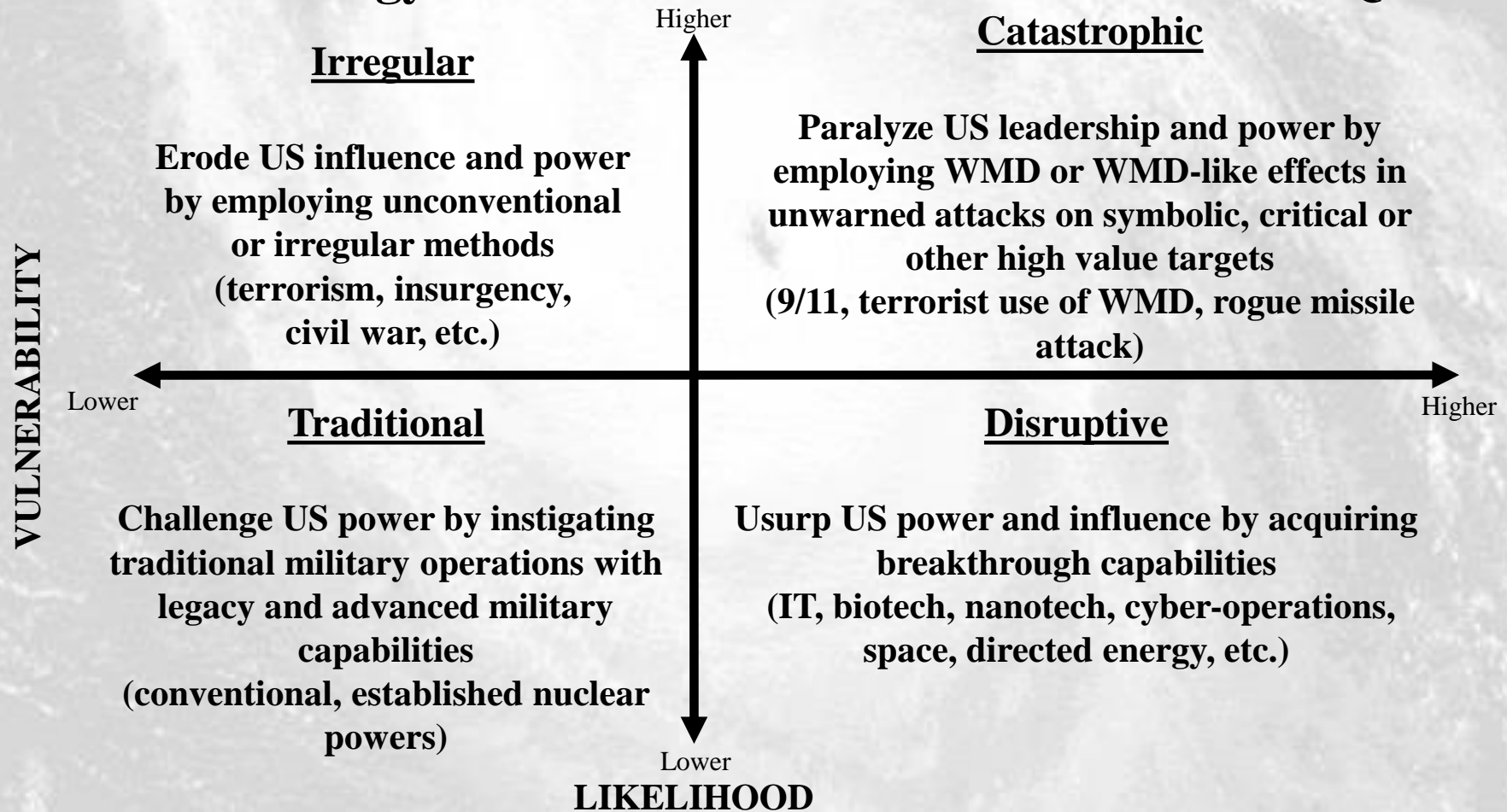
[pchao@csis.org](mailto:pchao@csis.org)

## *The Evolving Landscape...*

- **The Strategic Issues**
- **The Constraints**
- **Implications for Industry**

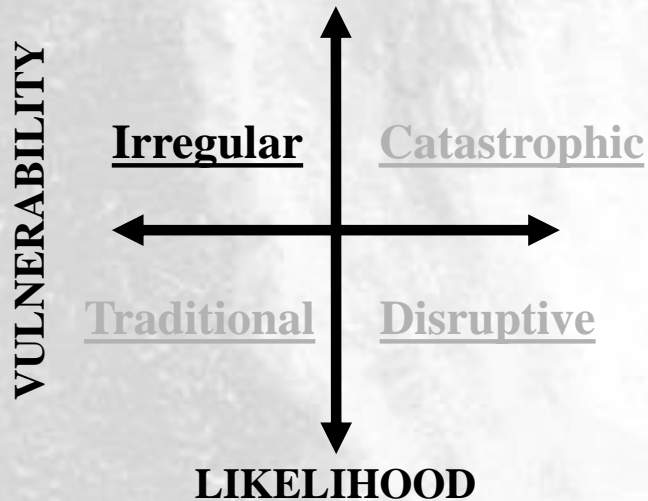
# The QDR...

- First post-911 QDR
- Strategy documents created and able to inform QDR





# *Irregular Threats...*



## Historically

- Solved with Traditional forces
- SOCOM (\$6.5 billion budget)

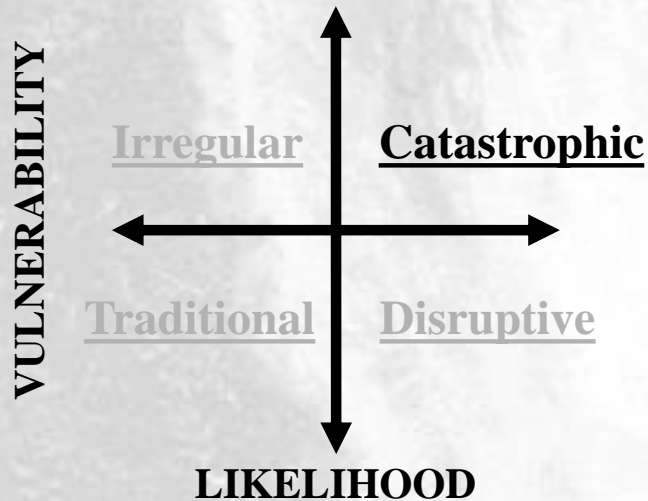
## Issues

- What role for non-military or DoD solutions?
- What is the role of allies in manpower intensive tasks?
- Are there viable technical solutions?

## Going Forward

- Expanded SOCOM
- Constabulatory forces (new role or new force)
- Non-lethal technologies
- More precise and discriminating strike technologies

# Catastrophic Threats...



## Historically

- Rely on distance
- Rely on intel agencies

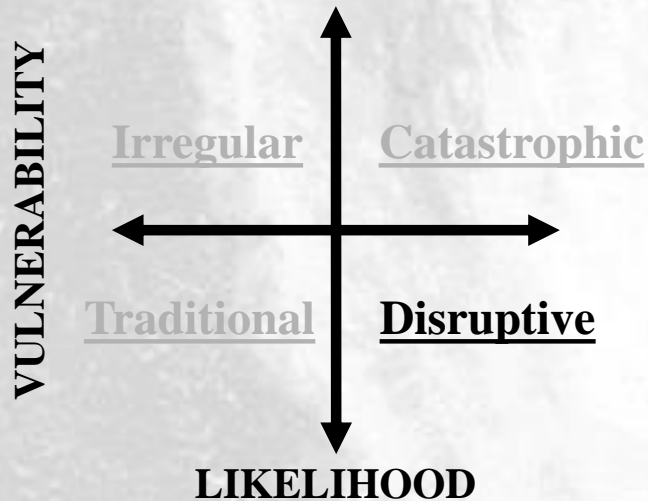
## Issues

- What is your strategy – try to prevent/disrupt ahead, try to stop, try to absorb
- What is the role of DoD versus DHS?

## Going Forward

- Intelligence (IT, knowledge management, etc)
- Missile defense (Cruise missile defense)
- Sensors (wide and narrow area), security technologies, lot of low tech networked together
- Biodefense

# *Disruptive Threats...*



## Historically

- We've been the disruptor
- Addressed with government S&T

## Issues

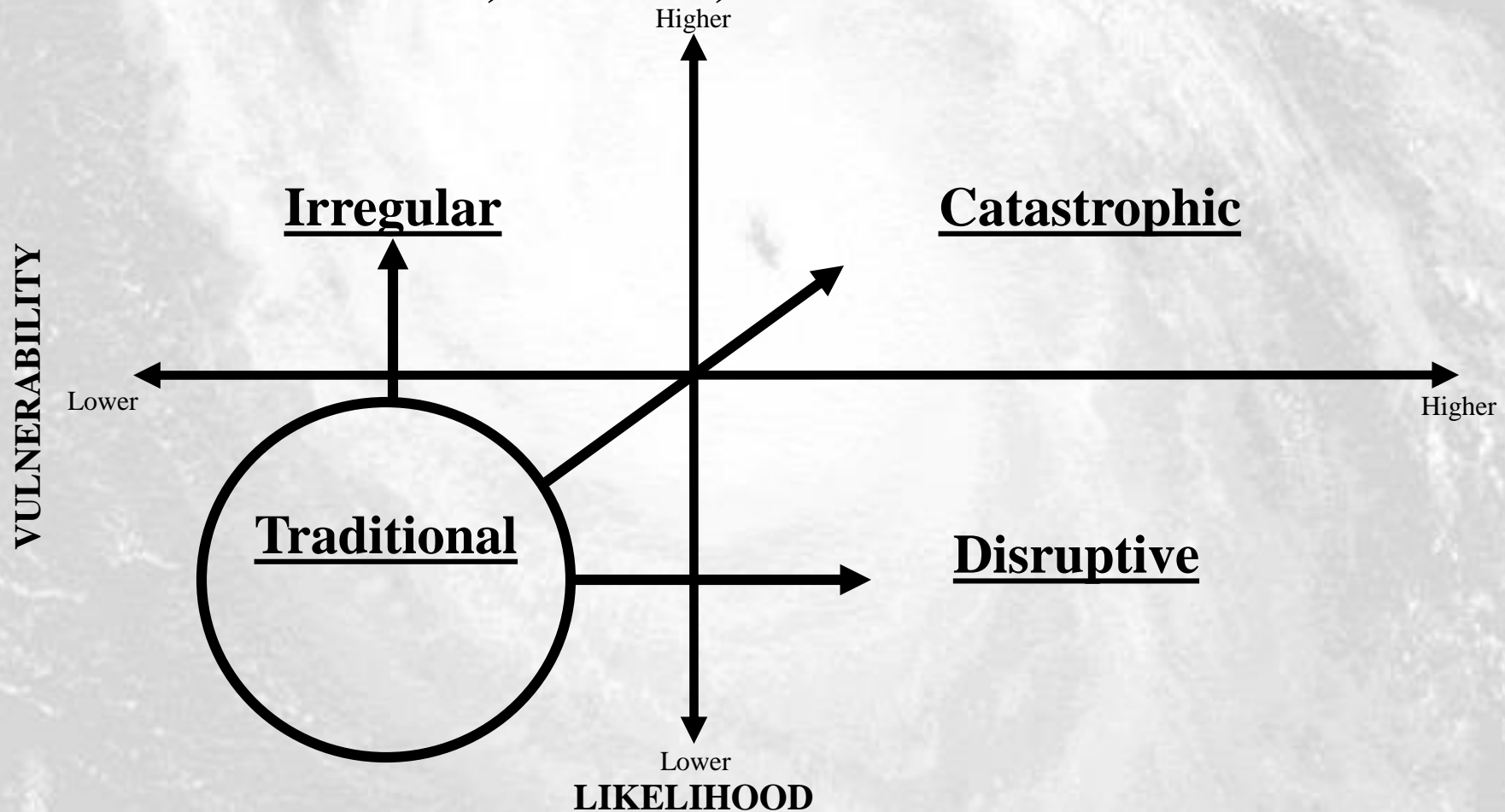
- Is reliance on harvesting commercial technologies creating vulnerabilities?
- Globalization of technology

## Going Forward

- Smaller, smarter, cheaper weapons
- Cyber-operations – targeting single points of failure
- Challenge for industry and USG is “Innovators Dilemma”

# *The Central Question...*

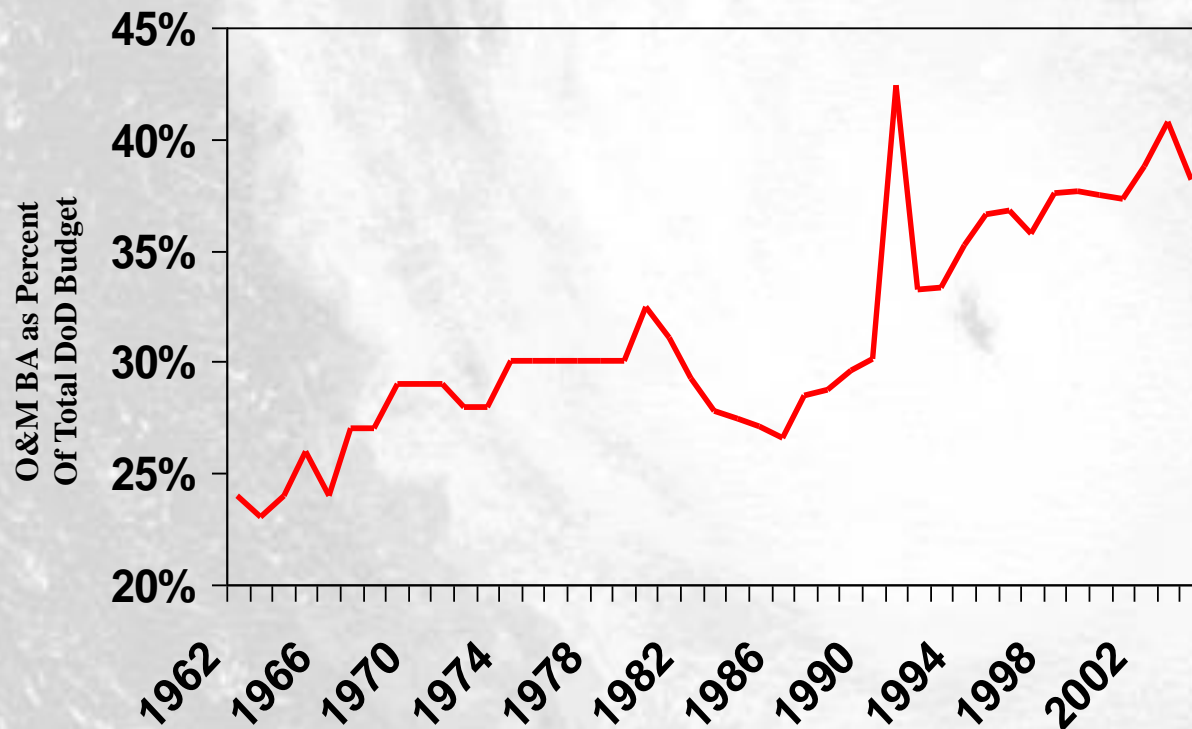
- How to reallocate resources
- How much, to where, etc.





# ***Problem Exacerbated by Pressures On Defense Budget. . .***

## **The Operations and Maintenance “Death Spiral” Still With Us**



	1990 (Avg Age)	2005 (Avg Age)
Ground Combat Vehicles	~ 6 yrs	~14 yrs
Marine Combat Vehicles	~ 5 yrs	~ 15 yrs
AF Fighters	~ 10 yrs	~ 18 yrs
Navy Aircraft	~ 11 yrs	~ 14 yrs
AF Bombers	~ 21 yrs	~ 30 yrs
AF Tankers	~ 27 yrs	~ 42 yrs
Combat Ships	~ 16 yrs	~ 16 yrs
Marine Helos	~ 17 yrs	~ 24 yrs

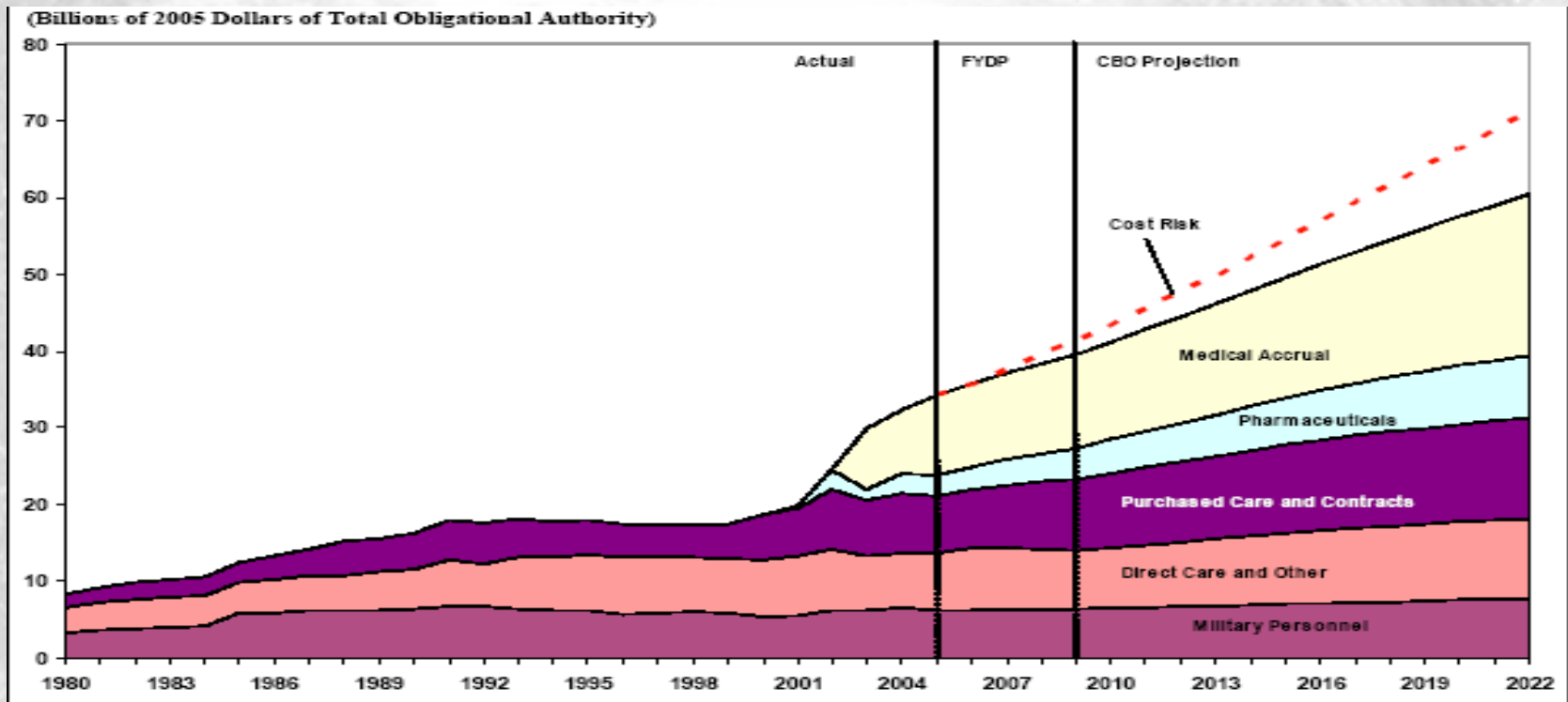
- **Old equipment increasingly more expensive to maintain**
- **Iraqi War costs adding to the operations & maintenance bill**

# *Problem Exacerbated by Pressures On Defense Budget (2). . .*

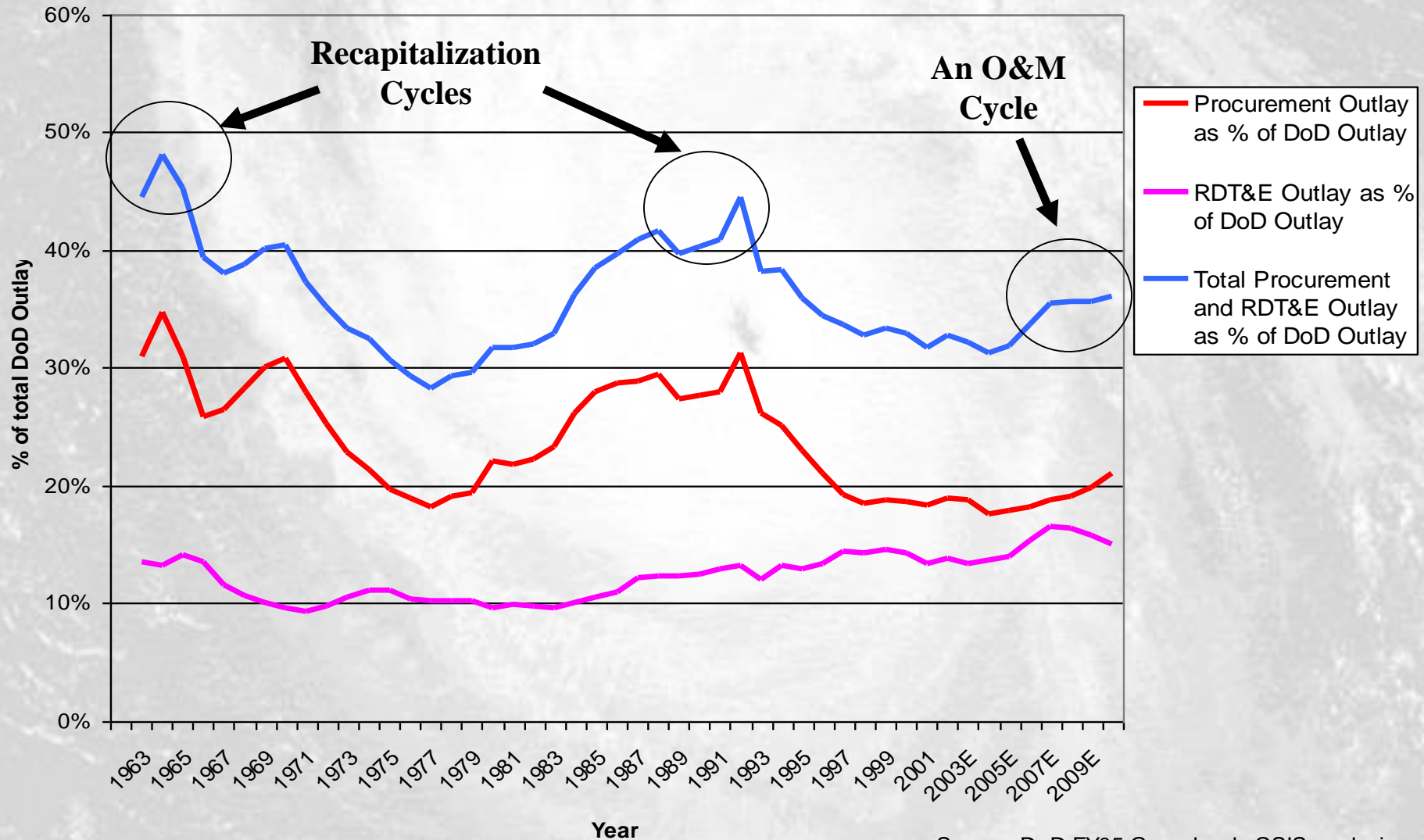
**Growth in Personnel Costs ramping up as well**

- **End Strength Growth**
- **Exploding Health Care Costs**

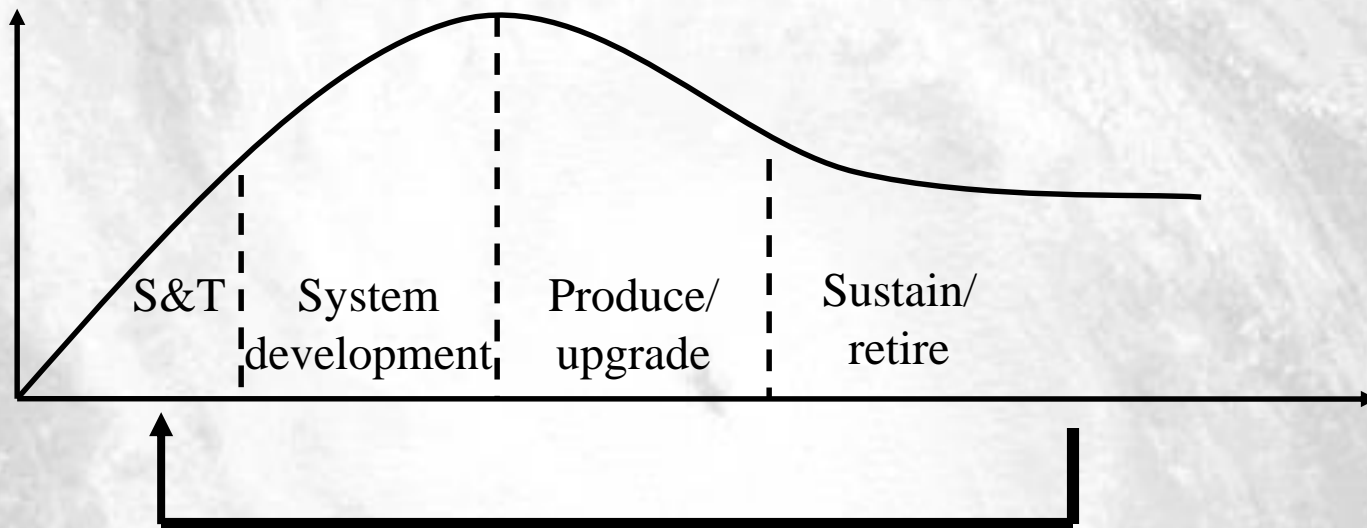
**DoD Medical Spending According to CBO**



# *Investment Accounts the Bill Payer, Again...*



## *From the Industry's Standpoint...*

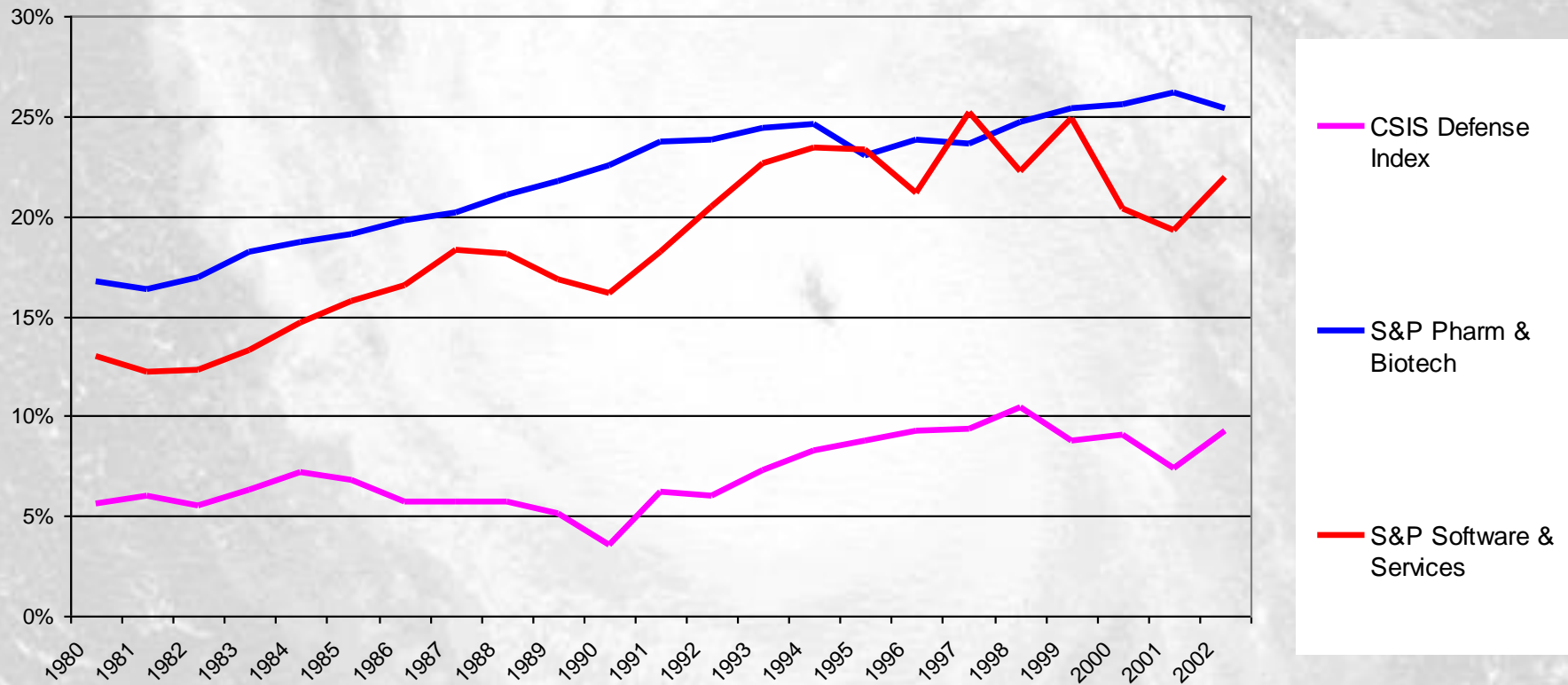


- The barriers to reallocation of assets are high
  - Structural disincentives
    - No long production runs
    - R&D not rewarded
  - Political pressures



# *Attracting Non-Traditional Players Will Be Difficult...*

Industry Average Operating Margin (weighted by revenue)



Sources: FactSet, S&P Compustat, Energy Information Administration, CSIS Analysis

Notes: 1) CSIS Defense Index comprises 36 publicly-traded companies with majority revenues derived from US defense business.  
(2) S&P Sub-sector constituents accurate back to 1994; composition held constant for years 1980 to 1993.

## ***Implications for Industry – GET CREATIVE***

- **In defining solutions**
  - **How to solve non-tradition problems**
  - **How to leverage legacy assets**
  - **Get closer to the end-user**
- **In strategy**
  - **Be conduit for others into the defense world**
  - **More decentralized to address more complex problems**
  - **Venture capital strategy**
  - **Be willing to destroy your own business**
  - **Process innovation as critical as product innovation**

# US Joint Forces Command



## Briefing to the Precision Strike Association

*CAPT Mark Chicoine  
Deputy Director J9  
US Joint Forces Command*



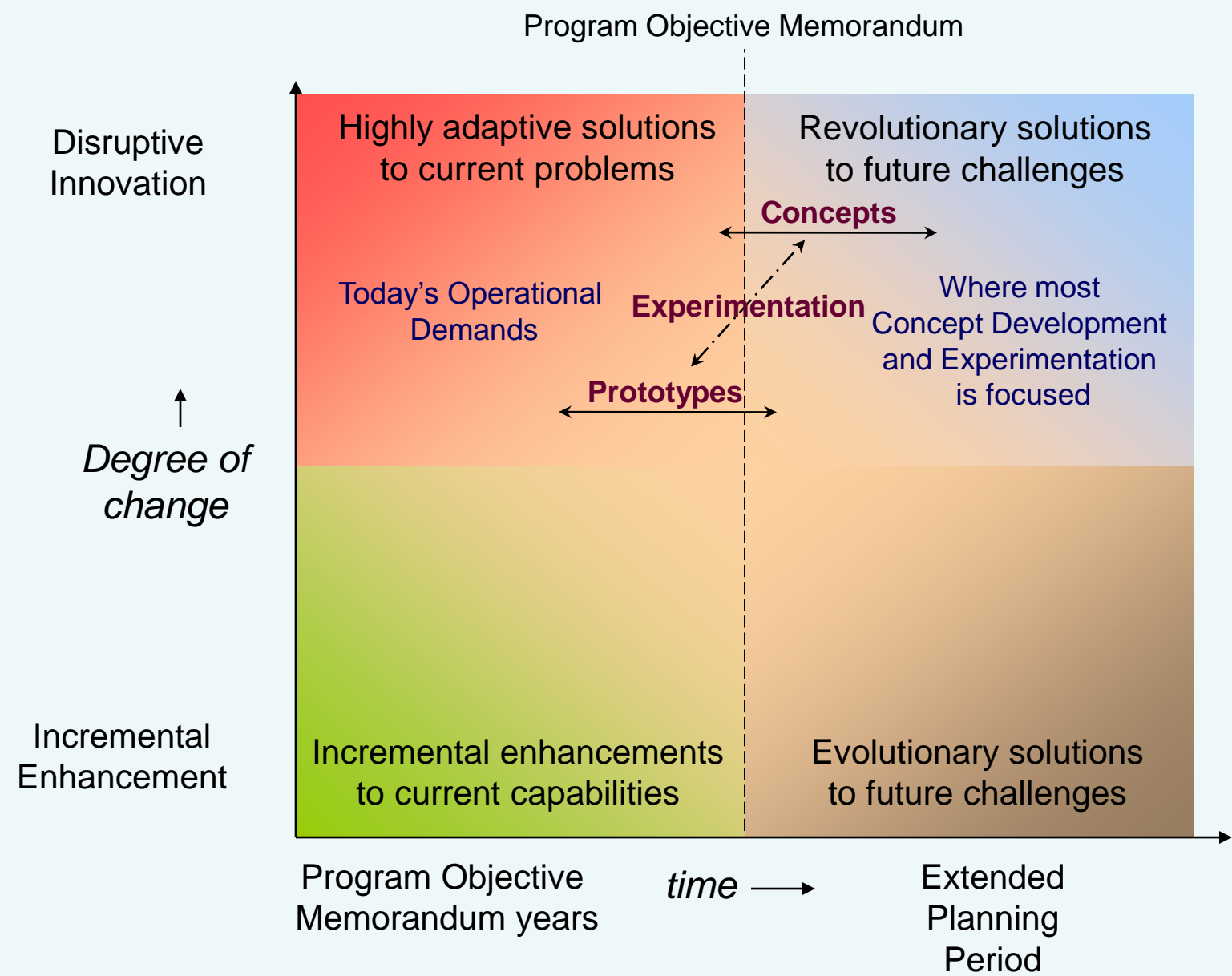
# ***J9 Mission***

**Coordinate** DoD CDE efforts and **lead** the development, exploration and assessment of new joint concepts, organizational structures and emerging technologies through a process of discovery, innovation, adaptation and integration to drive transformation changes that achieve the optimal future **J**oint force capability.

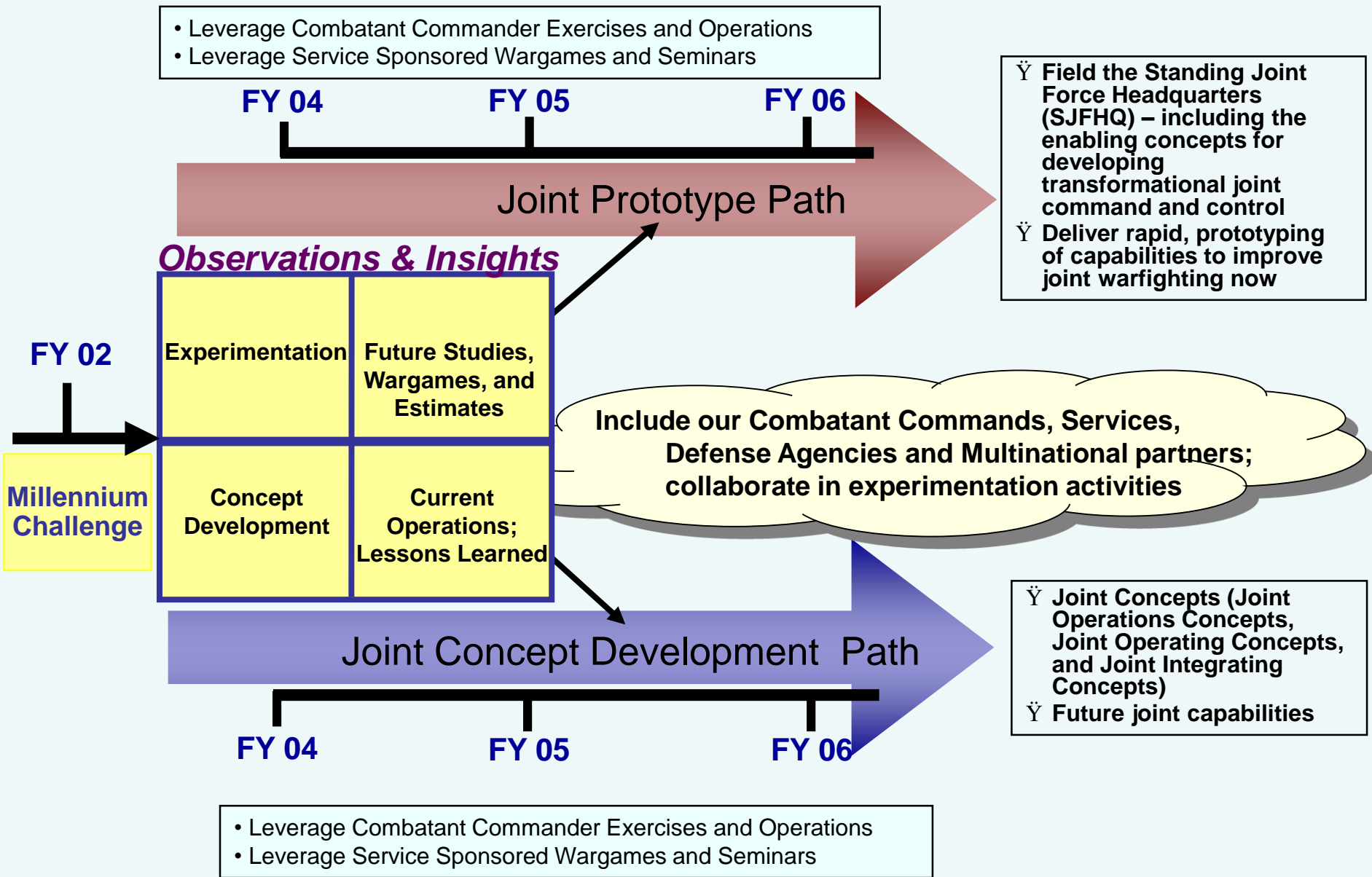




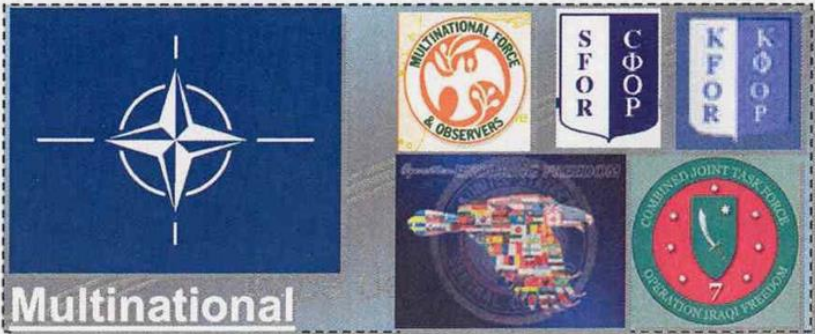
# Focus



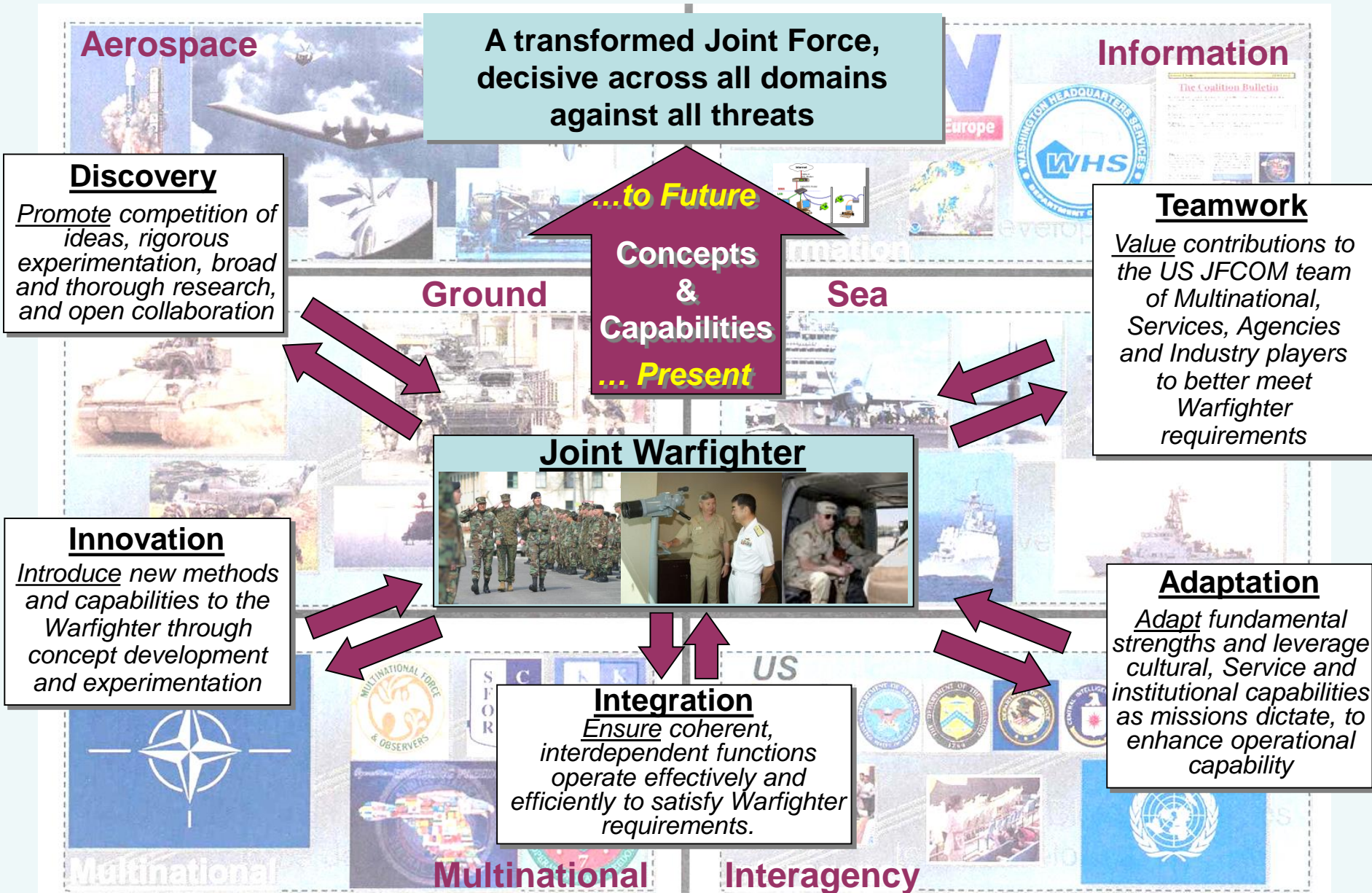
# Joint Concept Development and Experimentation Strategy (FY 04-05)



# JCD&E Experimentation Domains

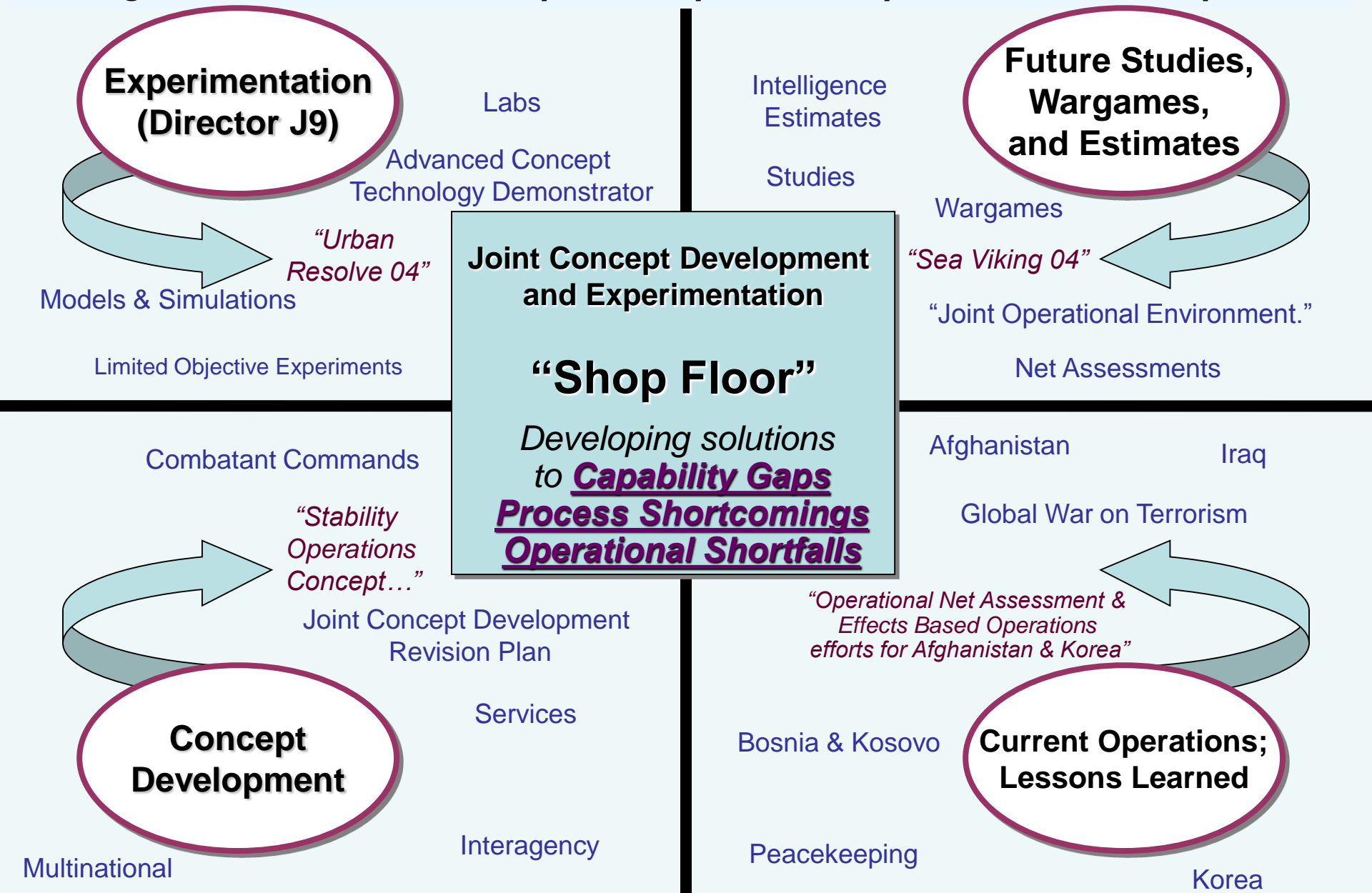


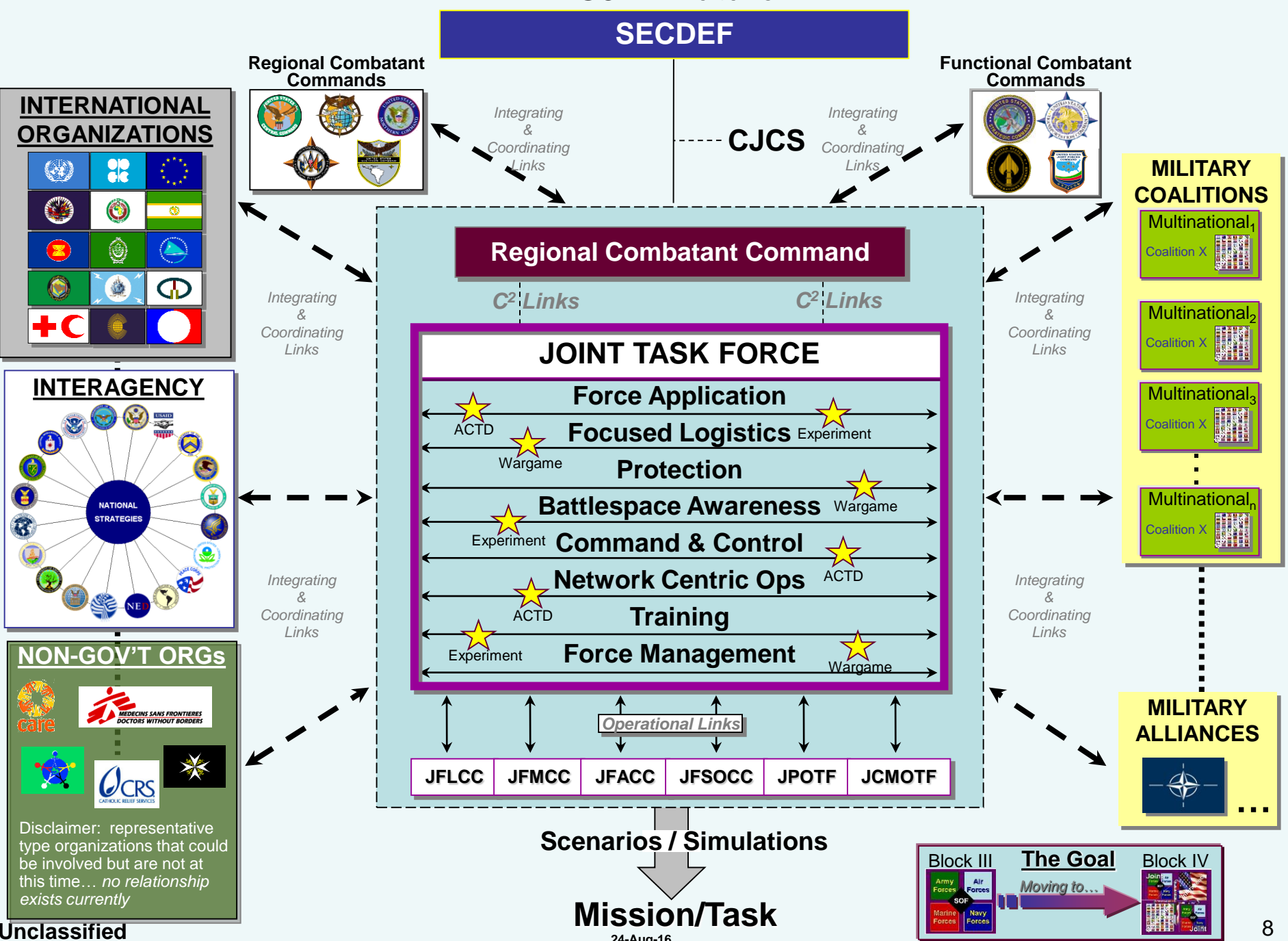


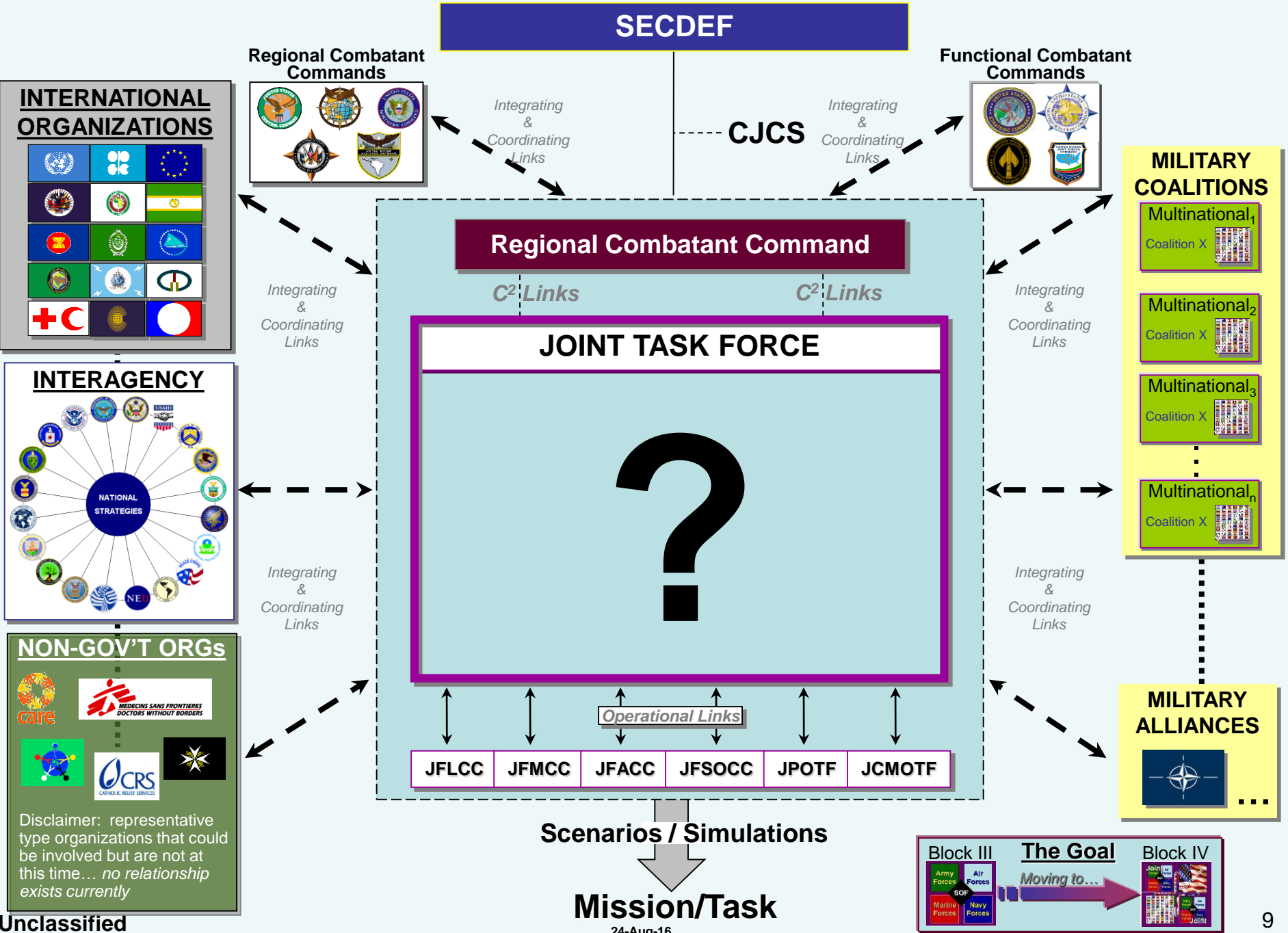




Getting onto the J9 Joint Concept Development & Experimentation “Shop Floor”







# Expand Joint Context

## Before

Deconflict  
Service  
Wargaming



- Differing Service definitions of “Joint”
- Separate Service experimentation
- Internal Service assessments
- Conflicting concepts
- Non-interoperable capabilities

## Now

Coordinate at  
Service Seams



“JOINT CONTEXT”

- Common problem set
- Consistent scenarios
- Shared joint concepts
- Transparent analysis
- Full joint participation

Integrate  
Service Capabilities



- Common starting point for force development
- Collaborative, co-sponsored joint experimentation
- Shared assessment of results
- Co-evolution of Joint and Service concepts
- Precluding, not resolving interoperability problems

## Joint Wargaming

## Next step



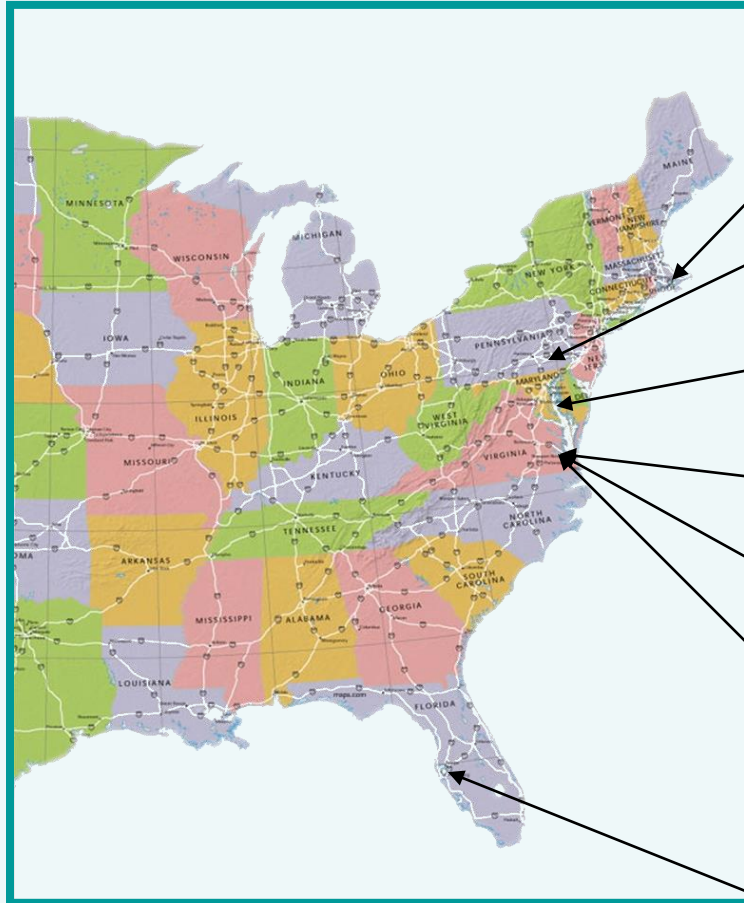
Interdependent, Collaborative  
Learning & Adaptive  
Coherently Joint Force

Effects Based Outcomes

“Joint, Interagency, Multinational Context for Wargaming



# Distribute the Wargaming Environment



- ▲ Joint Force Maritime Component Commander, Newport, R.I.
- ▲ Joint Force Land Component Commander, Carlisle Barracks, PA
- ▲ Interagency Collaboration Hub, Washington, DC
- ▲ Joint Force Air Component Commander, Langley AFB, VA
- ▲ Joint Task Force Headquarters, Norfolk, VA
- ▲ Regional Combatant Command Headquarters
- ▲ Joint Force Special Operations Commander, McDill AFB, FL

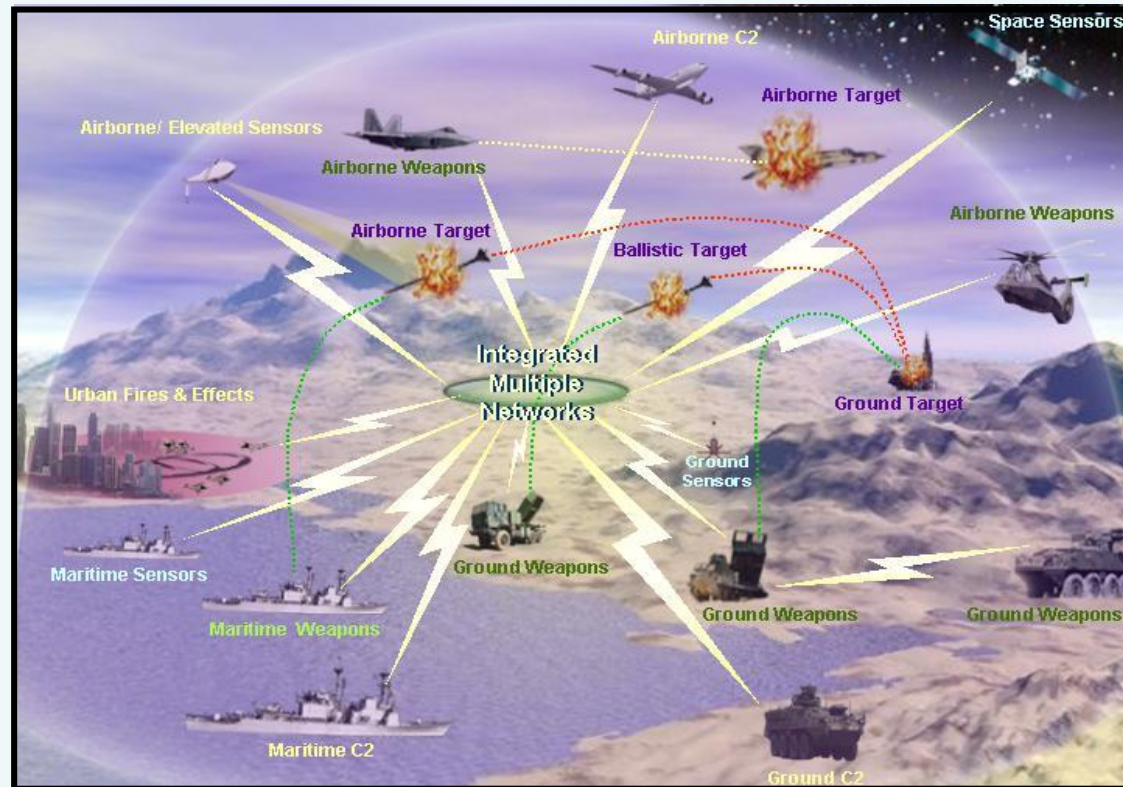
# ***Joint Fires Initiative – 2***



## Overview and Status

# Why a JFI - 2

***Reduce the Joint Force Commanders' kill chain for immediate targets during rapid linear and non-linear operations***



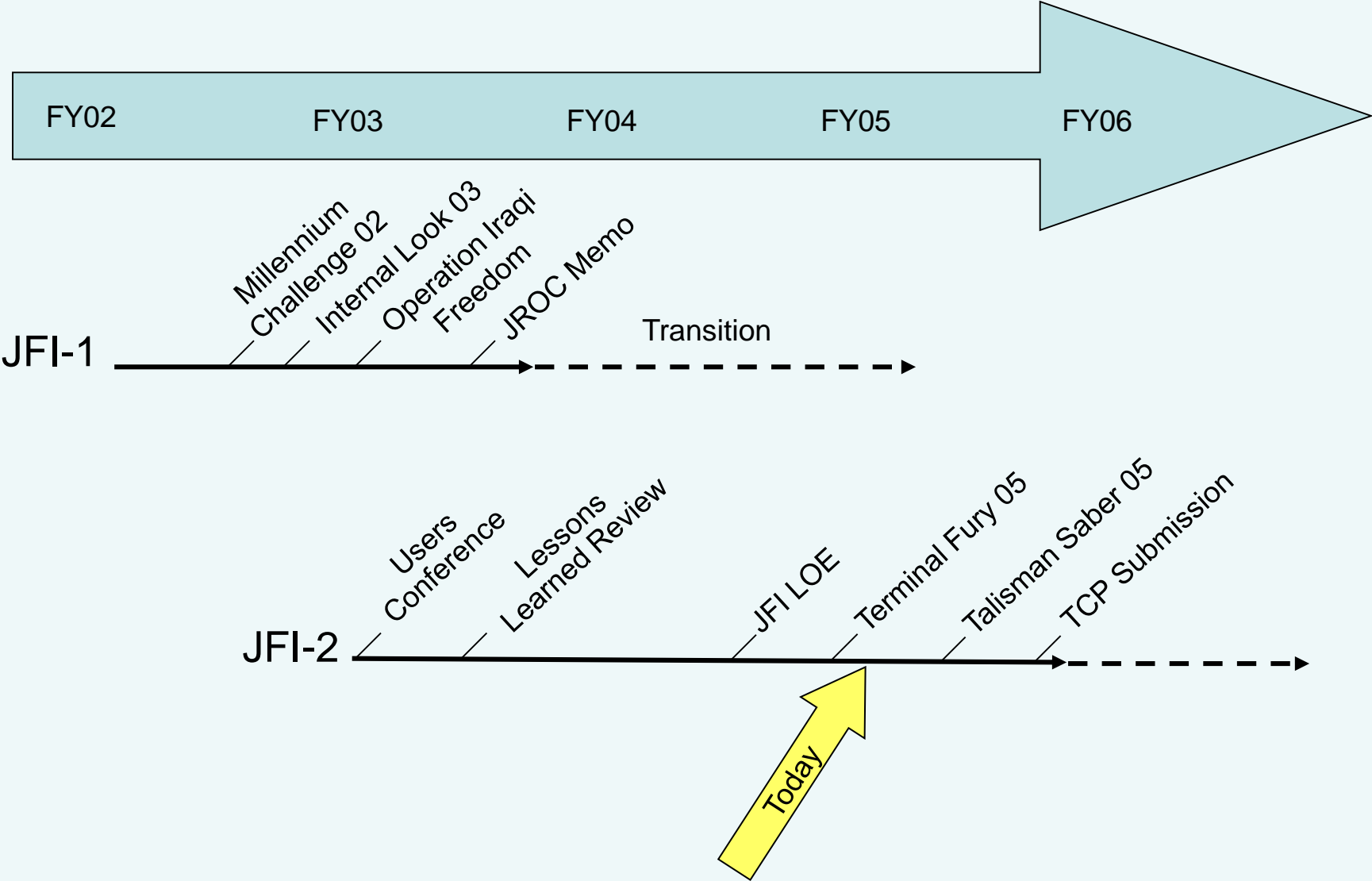
**Provide Joint Force Commanders the ability to employ the weapon of their choosing at the time and place of their choosing.**

# ***JFI-2 Partners***

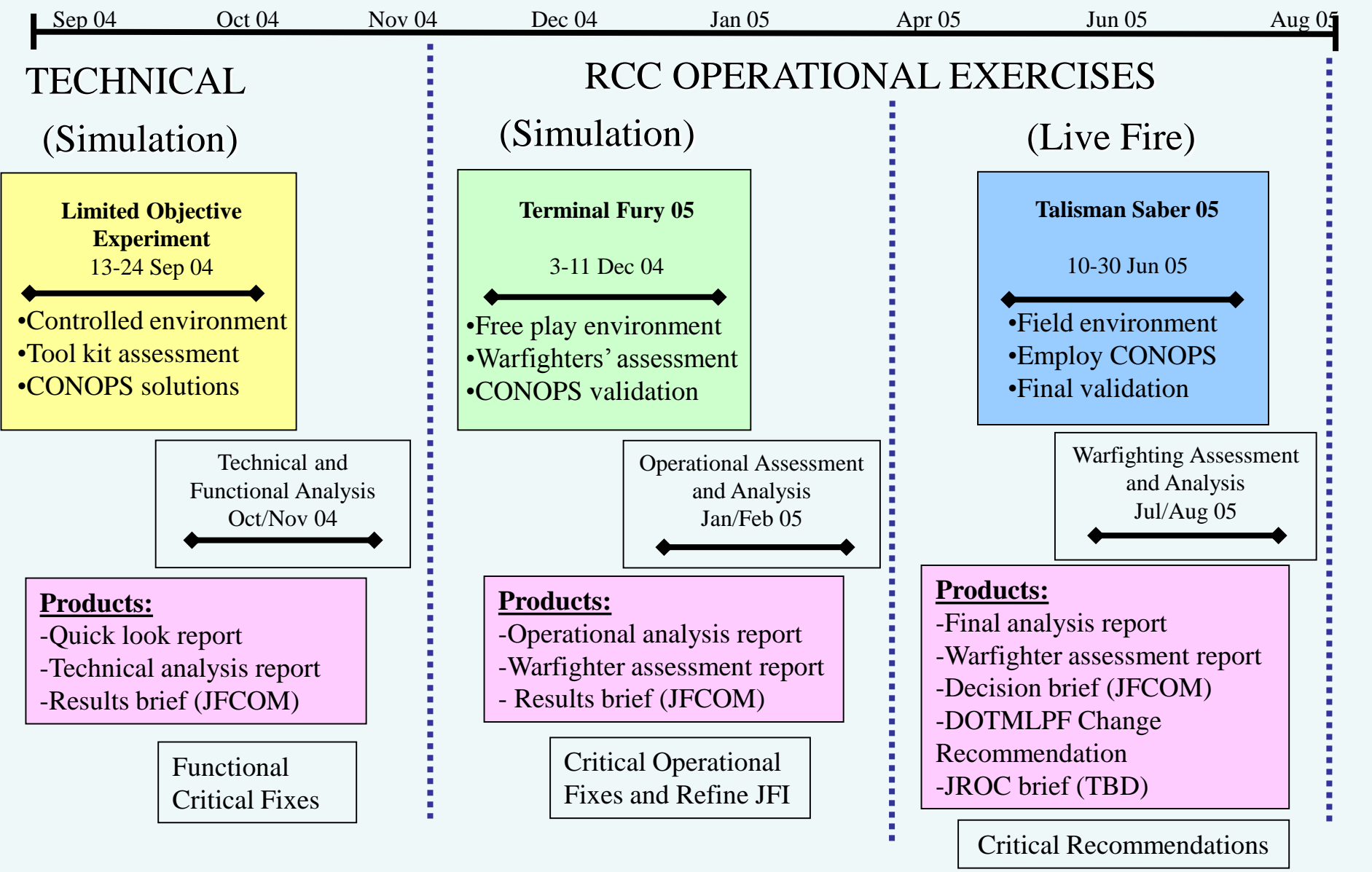
- Service programs of record
  - Web Enabled Engagement Management Capability (WEEMC)
  - Naval Fires Control System (NFCS)
  - Advanced Field Artillery Tactical Data System (AFATDS)
- Joint Programs Sustainment and Development Program Office (JPSDPO)
  - Joint Automated Deep Operations Coordination System (JADOCS)
- Air, Land, Sea Application Center (ALSA)
- Service Doctrine Centers
- USPACOM/USSOCOM



# JFI Prototype Overview



# The JFI-2 Roadmap



# Discussion



# ***National Military Strategy Precision Strike Association Winter Roundtable January 26, 2005***

**CAPT Jeff Hesterman  
Chief, Strategy Division  
Deputy Director, Strategy and Policy  
Joint Staff**



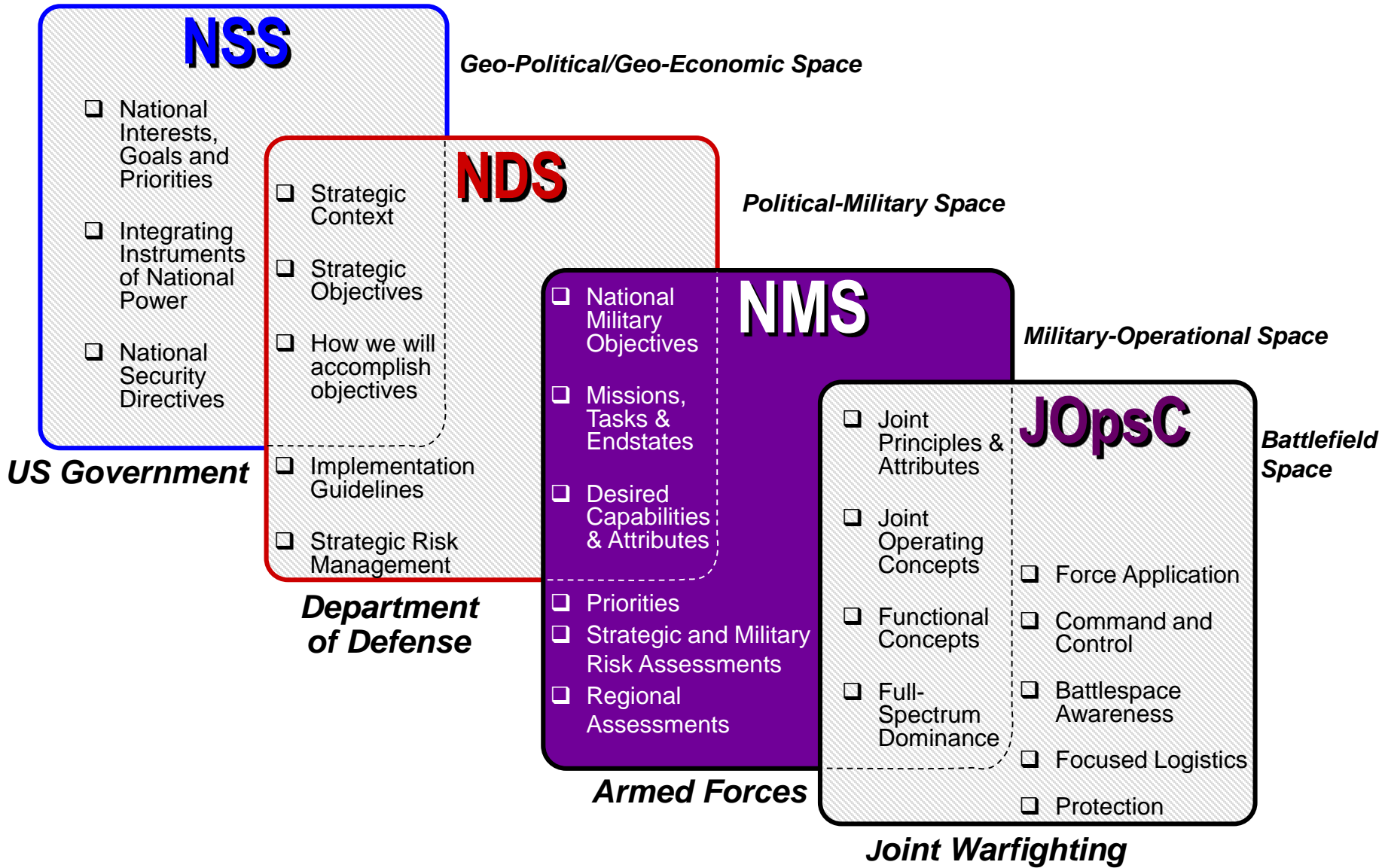


# *Purpose*

- **To provide an overview of the National Military Strategy (NMS) to include:**
  - **The context of national strategic guidance**
  - **The elements of the 2004 NMS**
  - **The major implications for the Armed Forces**
  - **Considerations for future efforts**

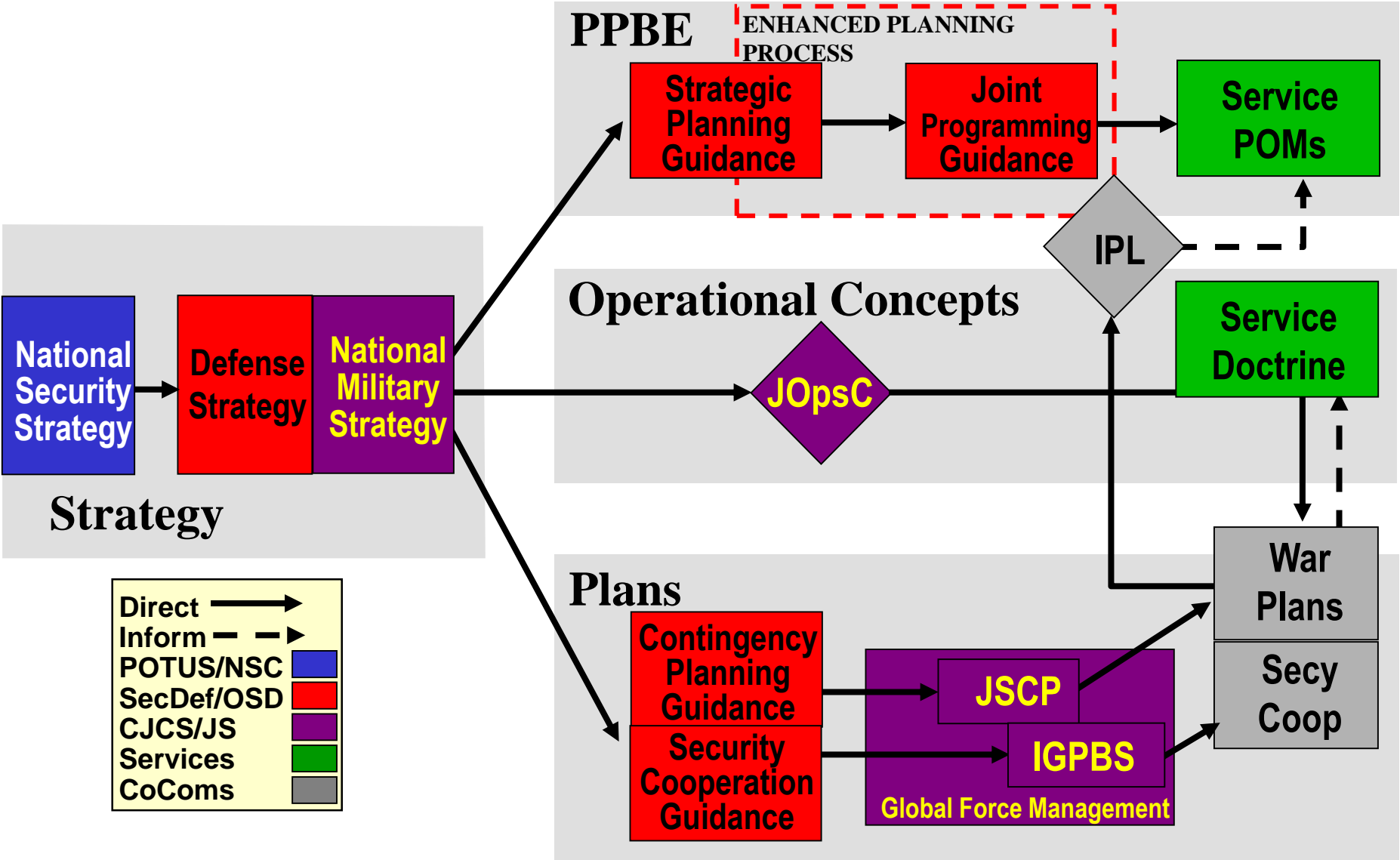


# Linking National Strategy to Operational Level





# Strategy: Foundation for all Major Processes





# 21st Century Security Environment

**"The gravest danger to freedom lies at the crossroads of radicalism and technology."**

**2002 NSS**

## **Wider Range of Adversaries**



**bin Laden**



**Mohammed Atta**



**Kim Jung Il**

**State and Non-state Actors**

## **WMD**



## **Ballistic Missiles**



## **Rogue State Armies**



## **GPS Communications**

## **Technology Diffusion & Access**

## **More Complex & Distributed Battlespace**

### **High Intensity Combat**



### **Insurgency & Unconventional Warfare**



### **Terrorism**



### **Computer Network Attack**



**Full spectrum capabilities required**





# Global Posture Priorities

***Balanced, rationalized, and strategy-based global posture***

***Europe: Complete transformation  
to expeditionary capabilities***

***Asia: Strengthen  
ability to assure, deter,  
dissuade, and defeat***

***Greater Middle East:  
Prosecute the War on Terror***

***Western Hemisphere: Broaden  
relationships, build capacity***

***Southeast Asia: Solidify  
relationships and  
prosecute War on Terror***

***Latin America & Africa: Obtain contingency access***

**Build a global network of capabilities with allies and partners**



# Emerging Strategic Guidance

**2001**

- Peacetime “Window of Opportunity”
- Focus on “Leap Ahead Technology”
- Deter in 4 Critical Regions: NEA, EAL, SWA, Europe
- 1-4-2-1
- Respond to and Defeat Aggression

QDR 2005

Response to Change –  
Reassessing our strategic  
and operational  
assumptions and priorities

QDR 2005

State of the  
Union  
2005?

Phase IV

OIF

2002  
NSS

POTUS  
USMA  
Speech

State of the  
Union 2002

Citadel II

OEF

ONE

QDR 2001

**TODAY**

- Global War—GWOT
- Iraq and Afghanistan
- Conduct Operations and Transform “In-stride”
- Prevention and Preemption
- Operate In and From 4 Forward Regions
- New 1-4-2-1
- Campaigns Integrating Major Combat and Stability Operations

**A realization that the security environment has changed**



# *Strategic Principles*

- **Agility**
  - Contend with uncertainty and counter surprise.
  - Retain the initiative.
  - Simultaneous, non-linear operations.
- **Decisiveness**
  - Generate specific effects to accomplish objectives.
  - Control any situation or defeat any adversary.
  - Achieve overmatch in capabilities.
- **Integration**
  - Focus and unity of effort and enhance collaboration.
  - Fuse and synchronize military with other instruments of national and international power.
  - Conduct seamless operations.

*These principles stress speed and support the concept of surging capabilities from widely dispersed locations*



# *The NMS: Executing the Strategy*

## National Military Objectives

**Protect  
the United  
States—  
Active  
Defense in  
Depth**

- Counter threats close to their source
- Protecting strategic approaches
- Defensive actions at home
- Support to civil authorities and consequence management
- Creating a global anti-terrorism environment

**Prevent  
Conflict  
and  
Surprise  
Attack**

- Forward posture and presence
- Promote security
- Deterring aggression
- Prevent surprise attacks
- Eliminate safe havens
- Preempt in self-defense

**Prevail  
Against  
Adversaries**

- Battlespace Preparation
- Swiftly Defeat Adversaries in Overlapping Campaigns
- Win Decisively to Achieve More Enduring Results
- Conduct Post-conflict Stability and Reconstruction Operations

- Defend against Air and Missile Threats
- Conduct Maritime Interdiction Operations
- Conduct Persistent Surveillance
- Protect Critical Infrastructure (CIP)
- Provide Support to Civil Authorities and Consequence Management
- Intelligence Sharing
- Interagency Interoperability Training

- Deter Forward
- Forward Stationed, Rotational and Temporarily Deployed Capabilities
- Conduct Global Strike (GS)
- Exercise Flexible Deterrent Options (FDOs)
- Conduct Preemptive Strikes
- Conduct Security Cooperation Activities
- Establish Favorable Security Conditions
- Strategic Lift
- Prevent WMD attacks
- Strategic Communication
- Credible Nuclear Deterrent

- Operation Iraqi Freedom
- Operation Enduring Freedom
- War on Terrorism
- Named OPLANs/CONPLANs





# *A Joint Force for Mission Success*

- **Joint Operations Concepts (JOpsC) desired attributes – characteristics of the Joint Force:**
  - Fully Integrated
  - Expeditionary
  - Networked
  - Decentralized
  - Adaptable
  - Decision Superiority
  - Lethal
- **Functions and capabilities – actions the Joint Force must perform and associated solutions for doctrine, organization, training & education, material, leadership, personnel and facilities (DOTMLPF):**
  - Applying Force
  - Deploying and Sustaining Military Capabilities
  - Securing Battlespace
  - Achieving Decision Superiority

*Commanders derive tasks and define required capabilities through an analysis of functions and functional concepts*



# Force Design and Size

## 2001 Quadrennial Defense Review

### Defense Policy Goals

- Assure allies and friends of US steadiness of purpose and capability to fulfill its security commitments;
- Dissuade adversaries from undertaking programs or operations that could threaten US interests or those of our allies and friends;
- Deter aggression and coercion by deploying forward the capacity to swiftly defeat attacks and impose severe penalties for aggression on an adversary's military capability and supporting infrastructure; and
- Decisively defeat any adversary if deterrence fails.

### Force Planning Construct

**Defend the United States**

**Deter Forward  
4 Critical Regions**

Southwest Asia  
Northeast Asia  
East Asian Littoral  
Europe

**Swiftly Defeat the  
Efforts 1**

**Swiftly Defeat the  
Efforts 2**

**Win  
Decisively**

**Smaller Scale Contingencies**

**Force Generation Capability**

**Strategic Reserve**



# *Considerations for the Way Ahead*

- **Issues for further development:**
  - **Interagency integration**
  - **Scope of theater security cooperation and building partner capabilities**
  - **Strengthening alliances and partnerships**
  - **Roles in conflict prevention and resolution**
  - **Civil/military roles in missions requiring national approaches—HLD, Stability & Reconstruction**



# *Questions*



# 2005: The Strategic Outlook

Strategic Lessons, Regime Change  
Proliferation Threats, the Intel  
Record, Defense Budgets, & Deficits

# The Ultimate in Precision Strike

- It was 1980. The Russell Senate Office Building, Room 222. Hearings on Strategic Nuclear Modernization. The Chairman of the JCS, USAF General David Jones, was asked by Senator John Stennis: “What would the US do if faced with a nuclear armed Libya?”
- The General replied: “Call Qaddafi and keep him on the phone for thirty minutes.”

# **STRATEGIC LESSONS: Cold War Targeting**

- **Defined Frontier of the Fulda Gap and 38<sup>th</sup> Parallel in Korea**
- **Nuclear Deterrence Targeted Key Nuclear Forces, Industrial Sites, Conventional Tank Armies**
- **Amount of firepower required to destroy targets exponentially reduced—2 B-2 can do the job with JDAMs of 75 aircraft**
- **1996 attack on Libya required 100 combat and support aircraft + 2 carrier battle groups**
- **Only 20% of current Congressional Members in House/Senate in 1991**

# Other Cold War Conflicts

- Iran Embassy Capture, (1979); Sandinista's take over Nicaragua, (1979); FMLN seeks overthrow of El Salvador, (1979-90); Beirut Barracks destroyed, (1983); Afghanistan Mujadeen receive Stingers\*, (1983); Libyan\* strikes in response to Berlin disco bombing, (1986); and expulsion of Iraq from Kuwait\*, (1991). [\*Relevant to PGMs]



# Post-Cold War Conflicts

- **Less Defined Borders and Frontiers**
- **Significant Requirement for Elegant Precision and Intelligence in Some Areas**
- **Haiti, Somalia, Kosovo**
- **Non and Counter Proliferation of WMD rises to most serious threat**
- **USSR nuclear weapons: we knew where they were**
- **We have little if any quality information about nuclear programs in Libya, Iraq, Iran and North Korea**

# Regime Change 70's

- In the 1970s there were 16 nations that were taken over by communist regimes; another 6 went from allied with the US to adversary, most notably Iran. President Carter had campaigned on a platform of ending US support for allied third world dictators in Korea, the Philippines, Chile, Nicaragua and El Salvador. Largest recipient of US foreign assistance in 1979 after Israel and Egypt: the Sandinistas government of Nicaragua

# Regime Change 80's

- Nicaragua and Grenada ended communist tyrannies
- The Warsaw Pact and Communism ended in Eastern Europe: Poland, Czechoslovakia, Hungary, Rumania, Russia, Bulgaria, East Germany, the Baltic's
- Soviet occupation ended in Afghanistan
- Cubans Removed from Angola

# QUESTION FOR CONGRESS:

- WHICH DECADE WAS BETTER FOR  
AMERICAN SECURITY?

# THE INTELLIGENCE RECORD

- A recent article concluded that the use of PGM's and other precision strike capabilities was complicated by the requirement for elegant intelligence:
- The fundamental condition of launching a successful attack or inspection is knowledge of "where".
- "Without information about the location of hidden nuclear material and installations, no meaningful inspections are feasible". H. Blix, Washington Quarterly, Autumn 1992



# 1981 USSR/TERRORISM

- Former USAF Secretary Reed in “At the Abyss” notes CIA Director Casey asked for an agency assessment of USSR connection to terrorism. The reply: The USSR is opposed to terrorism. Evidence presented: Copies of editorials in Pravda and Tass broadcasts

# The Intel Record, (cont)

- **Haiti: Aristide was a “democrat”**
- **Somalia: Adide could be a peace partner**
- **Kosovo/Bosnia: Milosevic in 1995 was our peace partner—**
- **Iran’s Khomeini the Original Terror Master while the US focused on the shortcomings of the Shah**
- **Iraq: Missing the transfer of WMD to Syria and the \$21 billion oil for palaces scam**
- **NK: Missed the Uranium Enrichment Facility; lack of sound intel led to faulty Agreed Framework**
- **Missed Pakistani and Indian nuclear bomb tests**
- **Misjudged Iraqi nuclear program circa 1991**
- **Missed Extent of the Libyan nuclear weapons program**
- **Missed Extent of the Iranian nuclear weapons program**
- **Missed Khan network and nuclear weapons cartel**

# Counter Proliferation Lessons?

- **Good target identification not there re: Iran, Iraq, North Korea, Libya, nuclear programs**
- **Makes military options perhaps less useful or credible**
- **But taking such options off the table forces negotiations into an arms control cul de sac, e.g., the Agreed Framework deals with Iran and North Korea**
- **Proliferation Security Initiative: Extraordinary success re: Khan network and Libyan program**
- **Interdiction of Sudanese freighter carrying explosives with the equivalent power of the nuclear bomb dropped on Hiroshima**

# Lessons of Proliferation

- David Kay: “The threat from Iraq is even more serious not because of stockpiles of weapons—which still remain unaccounted for—but because Iraq had become prior to its liberation a ‘terrorists bazaar’ where weapons of mass destruction know-how and technology could be stolen, bought or smuggled.” [Testimony before the SASC, January 2004]

# **In This Context, What Then With Congress and Defense Budgets?**

- Ten: (Remember issues are not just budgetary in nature—i.e., \$s, but also involve the time which will be devoted to them)
- 1. Future Direction of Strategic Nuclear Issues, especially RNEP, low yield weapons and whether SLBMs and ICBMs should be given a long range precision strike capability particularly with a conventional payload



# Issues, (cont)

- 2. Cost and Timeline for deployment of space assets; issue of “weaponization of space”, and Falcon, Predator, Global Hawk, the MDA space-based test bed, the ASAT test bed at Redstone, and a couple of microsatellite programs -- the MPX, NFIRE, and XSS.

# Issues

- 3. Tactical Aircraft, specifically proposed reductions in F-22 and relationship to JSF
- 4. Transfer and Supplement of Some DOD technologies such as the High Altitude Airship, Predator and Global Hawk for domestic homeland security
- 5. Missile Defense: \$4b for land based missile defense which is .096% of the Defense Budget and .0016% of the Federal Budget

# Issues

- 6. Has the intel reform bill reformed intel? [For the record: no]
- 7. For PGMs and other lessons learned so far in Afghanistan and Iraq: what are the targets we want to take out? Are they perishable, movable, temporary? What investment is required?
- 8. How fast should we replenish the Army procurement accounts?

# Issues

- 9. BRAC: What is the relationship between BRAC and the QDR?
- 10. What is the relationship of the QDR to the current proposed FY06 defense budget? DOD will probably pursue a “rolling QDR” process by which QDR decisions are rolled into the ongoing budget process. I can’t wait to see Congress adopt a “rolling budget process” as well.

# Addendum: Revenue/Deficits

- Last year of Bush 41, revenue to USG climbed: \$63 billion/yr; this year, revenue under Bush 43 will grow \$177b
- 93-4, revenue climbed \$104 and \$93billion/yr
- 95-99, revenue climbed \$121b/year
- Stock Market Bubble burst reduced revenue which had climbed from \$25b/year to 120b \$/year, (this after a cut in the capital gains tax)
- Recession reduced revenue additional amounts



# Revenue/Deficits

- Now for the period Oct 1999 through October 2002, thus taking into account the stock market/dotcom bubble burst, the recession and 9/11, revenue which started at \$2.025 trillion declined to \$1.853 trillion; the trend line was that the revenue would have increased over that period of time to \$2.425 trillion

# Revenue/Deficits

- Now, from October 2002, during the build-up to the liberation of Iraq, through October 2005, (projected), revenue will grow from \$1.853 trillion to \$2.057 trillion, growing this year by \$177 billion.
- [Note: In previous recessions in 1981 revenue fell by \$17 billion and then recovered; in 1990, revenue actually increased modestly by \$24 billion]

# Deficits/Revenue

- They key here: The recession of 2000-1 was combined with two other factors not present during 1981-2 and 1990-1: the collapse of the .Com stock market and 9/11.
- It has taken five years to again reach the revenue levels of 2000; tax rate reductions account for only 22% of this; as can now be seen, an economy growing at 4%+ is now generating \$177 billion more revenue A YEAR even under lower tax rates.

# SPENDING

- Spending for October 1999 through September 2001 averaged \$1.8 trillion
- Spending after 9/11 BUT prior to Iraq averaged \$2.1 trillion
- Spending went up \$140 billion last year, (FY2004) and is going up \$130 billion this year, (FY 2005). HLSecurity is some \$65 billion of that; defense is some \$75 billion. Without the Iraqi war, we would still have run deficits of +\$300 billion, compared to the projected \$350b this fiscal year.



# Systems and Mission Integration

Presented to the

*Precision Strike Association*  
*Winter Roundtable 2005*

Glenn F. Lamartin  
Director, Defense Systems  
January 26, 2005





# Current Situation

## What We Need to Do Better

### Requirements

- Adapting to changing conditions
- Matching operational needs with systems solutions
- Overcoming biases of Services and others
- Moving to transform military

### PPBES

- Laying analytical foundation for budget
- Aligning budgets with acquisition decisions

### Personnel and Readiness

- Treating people as a resource

### Acquisition

- Acquiring systems-of-systems
- Making system decisions in a joint, mission context
- Transitioning technology
- Assessing complexity of new work and ability to perform it
- Controlling schedule and cost
- Passing operational tests
- Ensuring a robust industrial base

### Sustainment

- Controlling O&S costs
- Reducing logistics tails



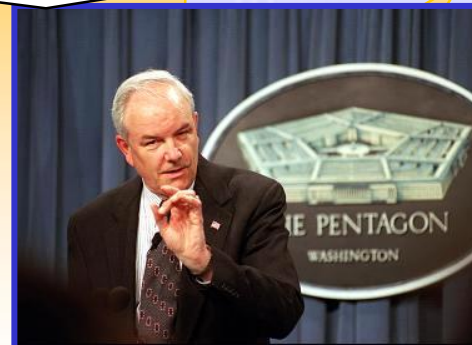


# Leadership and Goal Alignment



## Leadership Alignment

Security Environment	
Irregular	Catastrophic
Traditional	Disruptive



## USD (AT&L) Seven Goals

- ☐ Acquisition Excellence with Integrity
- ☐ Logistics: Integrated and Efficient
- ☐ Systems Integration & Engineering for Mission Success
- ☐ Technology Dominance
- ☐ Resources Rationalized
- ☐ Industrial Base Strengthened
- ☐ Motivated, Agile Workforce

## Goal Alignment

### SECDEF Top 10 Priorities

- Successfully Pursue the Global War on Terrorism
- Strengthen Combined/Joint Warfighting Capabilities
- Transform the Joint Force
- Optimize Intelligence Capabilities
- Counter Proliferation of WMD
- Improve Force Manning
- New Concepts of Global Engagement
- Homeland Security
- Streamline DoD Processes
- Reorganize DoD and USG to Deal with Pre-War Opportunities and Post-War Responsibilities

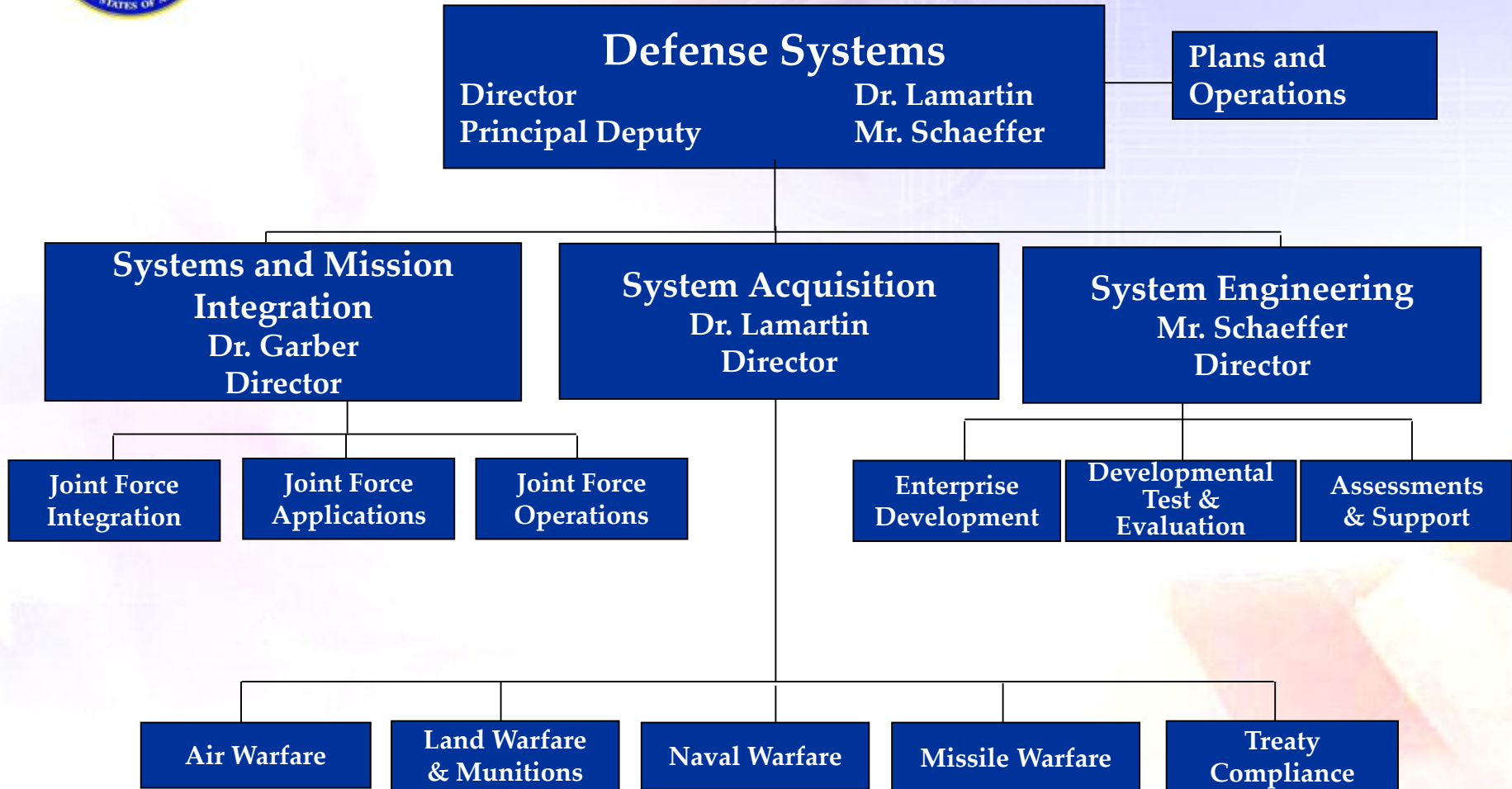


# USD(AT&L) Imperatives for Defense Systems

- **“Provide a context within which I can make decisions about individual programs.”**
- **“Achieve credibility and effectiveness in the acquisition and logistics support processes.”**
- **“Help drive good systems engineering practice back into the way we do business.”**



# Organization of the Defense Systems Directorate, OUSD(AT&L)







# Systems and Mission Integration

## What are the right things to do?

- Leads the development of integrated plans and/or roadmaps
- Leads the development of systems views of integrated architectures
- Establishes a broader context for DAB reviews for individual systems
- Leads DAB reviews for Capability Areas
- Fosters interoperability, joint and coalition capabilities
- Conducts systems assessments to judge how well newly fielded systems meet capability needs
- Develops/refines systems engineering concepts and practices for application at the architecture level



# Systems Acquisition

## How to best buy the right things?

- **Responsible for technical review and program oversight of assigned acquisition programs**
- **Leads overarching integrated product teams for strategic and tactical systems; develops recommendations on major weapon systems for the Defense Acquisition Board**
- **Provides technical support to arms negotiations, makes recommendations concerning treaty implications on the acquisition of new systems, and monitors compliance with treaties**
- **Tailoring the application of the revised DoD 5000 series**
- **Emphasis now on helping programs succeed and transition to new Department processes**





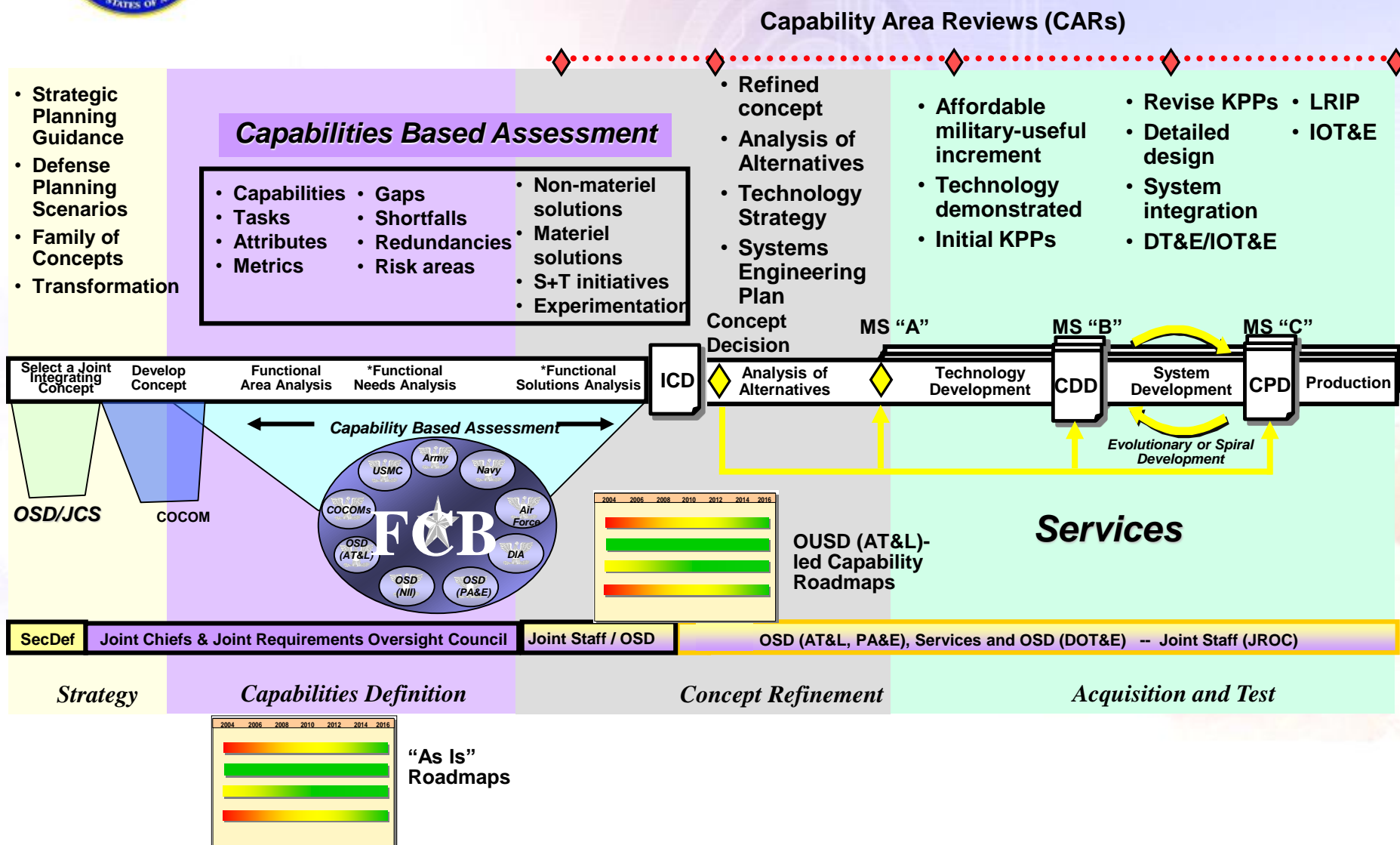
# Systems Engineering

## How to do things right?

- **Defines “good systems engineering” for the Department**
- **Finds, captures, and shares best practices**
- **Establishes systems engineering policy and procedures**
- **Implements education of government and industry workforce**
- **Conducts outreach with industry, academia, associations, individual programs, and others**
- **Directs and manages SE and SW studies and reviews**
- **Focal point for developmental test and evaluation**
- **Provides program support to Program Managers**



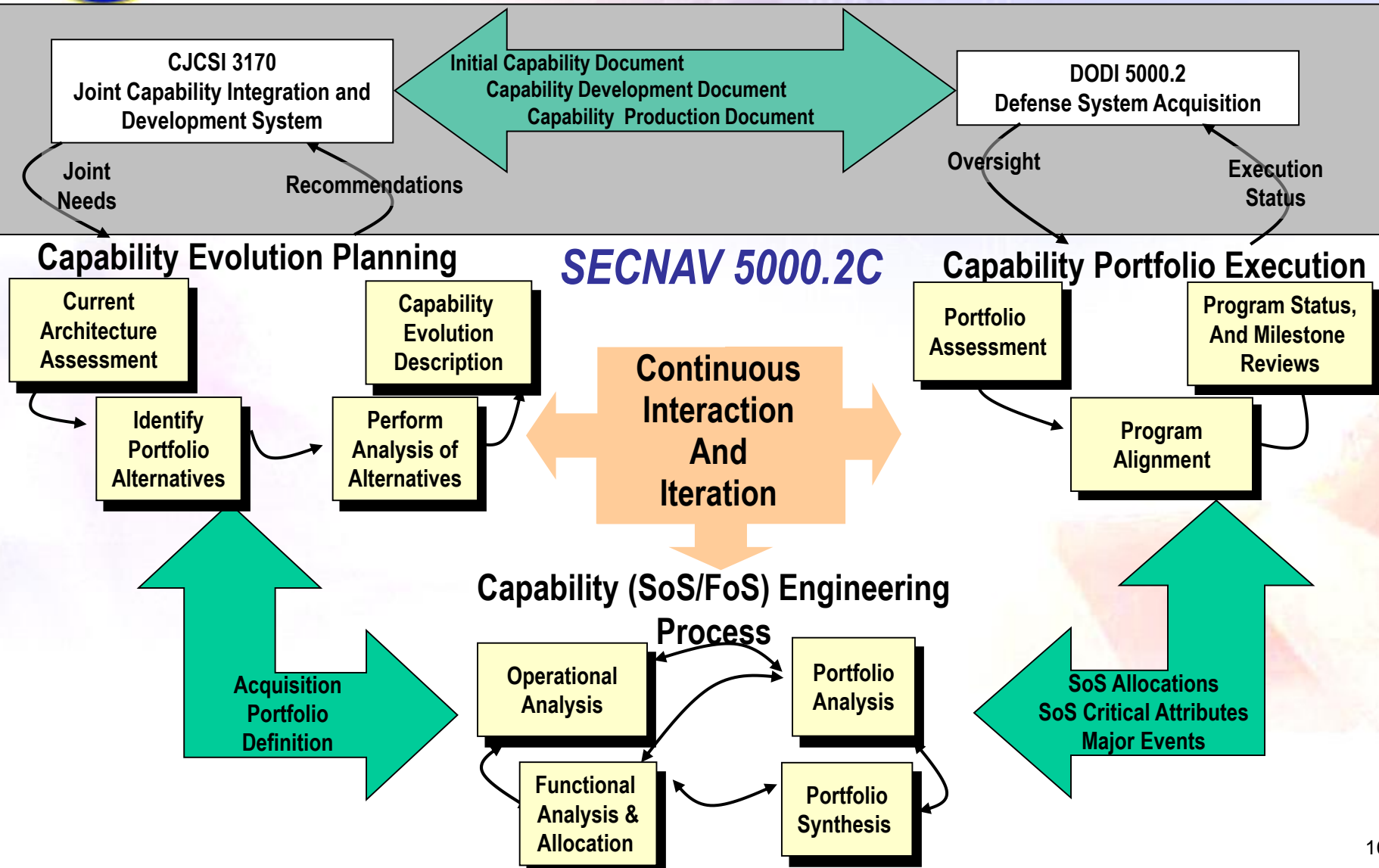
# DoD End-to-End Capabilities Definition, Acquisition and Test Process





# Naval Capability Evolution Process

## A Complete Process for Capability Acquisition





# Capability Area Reviews

***USD(AT&L), as DAE, will lead reviews of select capability areas to:***

- **Provide mission area context – from a top-down perspective**
- **Implement capability-based methodology on provider side**
- **Link policy, capability generation, acquisition, and budget processes**
- **Identify joint solutions and added work to be done (across DOTMLPF)**
- **Reveal need for management, engineering, and testing across an area**
- **Help align individual program expectations**
- **Provide basis to set metrics and gauge progress over time**
- **Assess the cumulative effect of individual program decisions**

***But...wide participation is essential***



# Roadmaps and Roadmapping

***Roadmaps provide a framework for decision making –  
prompt discussion, inform decisions, and capture decisions made***

- Lay out Department's strategic plan considering:
  - Materiel and non-materiel solutions
  - Capability that only exists at Family/System-of-Systems level
  - What to expect from each system
  - Cross-cutting management, engineering, and testing
  - Network enablers
  - Affordability
- Nature of Roadmaps will vary by topic
- Start with the "as is" and show where we want to go

***But... must balance decisions across capability areas***





# Key Roadmaps and Related Activities

## Accomplishments

- Dec 02 – *UAV Roadmap*
- Oct 03 – *Information Operations Roadmap*
- Apr 04 -- *Joint Battle Management Command and Control (JBMC2) Roadmap*
- May 04 -- *Air and Missile Defense (AMD) Roadmap*
- Nov 04 -- SecDef and CJCS endorse *JBMC2 Roadmap*

## 2005 Actions

- *UAV Roadmap Update*
- *JBMC2 Roadmap Update*
- *Integrated Air and Missile Defense Roadmap Update*
- *Electronic Warfare Roadmap*
- *Directed Energy Roadmap*
- *Conventional Engagement Capability (formerly Land Attack Weapons) Roadmap*
- *Precision Engagement Capability Roadmap*
- *Joint Network Fires Capability Roadmap*





# Example: Conventional Engagement Capability Roadmap (CECR)

## Conventional Engagement Capability Roadmap\*

\*AKA "Land Attack Weapons Roadmap"

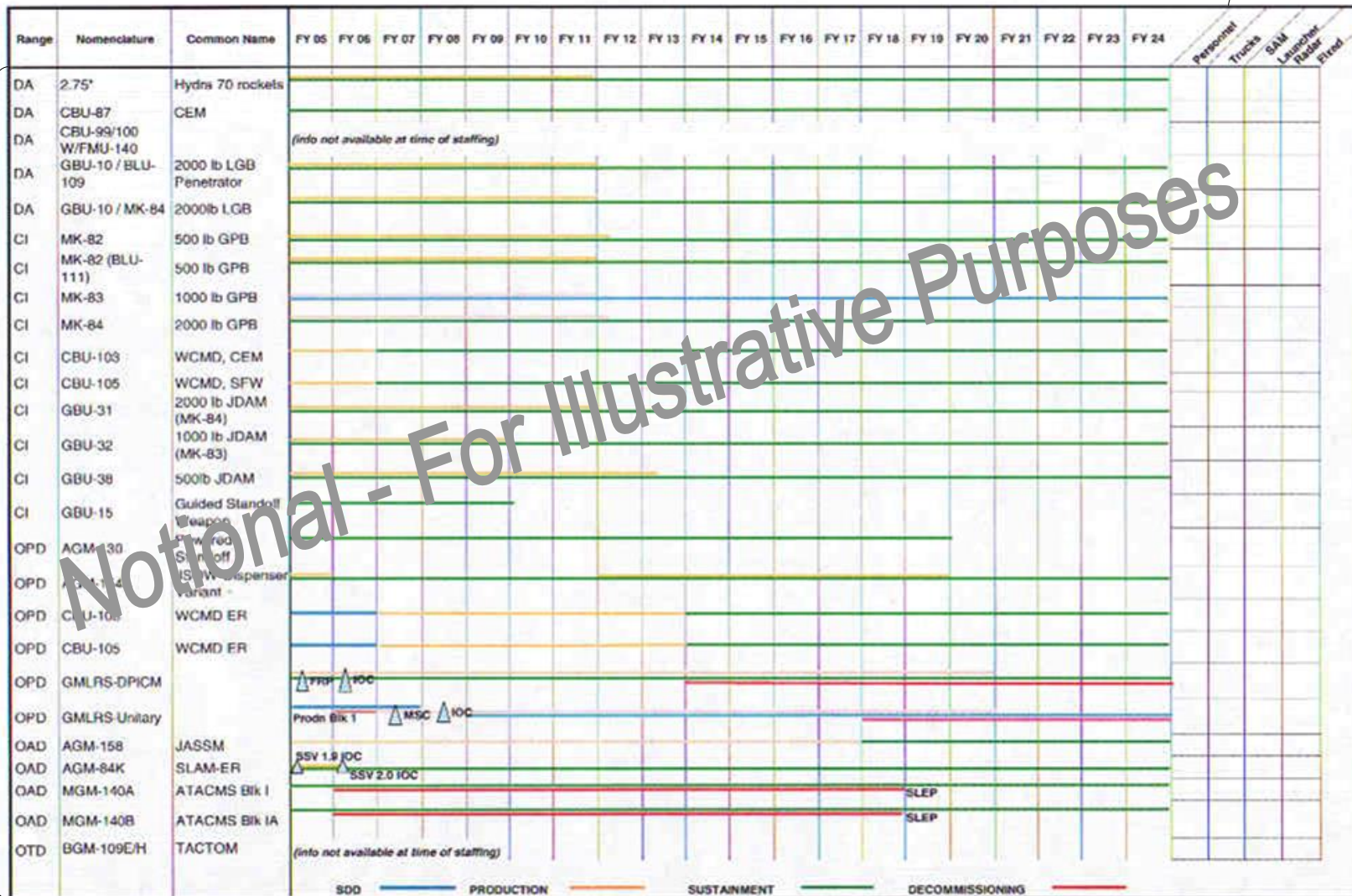
1. INTRODUCTION
2. CECR CONTEXT
3. DEPENDENCIES AND ISSUES
  - Kill Chain
  - Engagement Interdependencies and Issues
4. WEAPONS INFORMATION
  - Weapon Programs
  - Weapon/Platform Integration
5. ENGAGEMENT CAPABILITY ASSESSMENT RESULTS AND GAP ANALYSIS
  - Moving Target Assessment
  - Area Target Assessment
6. ROADMAP
7. EXPERIMENTATION AND EMERGING TECHNOLOGY
8. CONCLUSIONS AND RECOMMENDATIONS
9. APPENDICES



# Example: Conventional Engagement Capability Roadmap - Area Target Capability Roadmap

Capabilities

Systems





# Example: Systems Context for DAB Reviews

## SDB Increment I Complementary Systems

### Complementary Systems:

JDAM  
GBU Series  
MK 80 Series


### Threshold Fixed Wing Platforms:

F-15E

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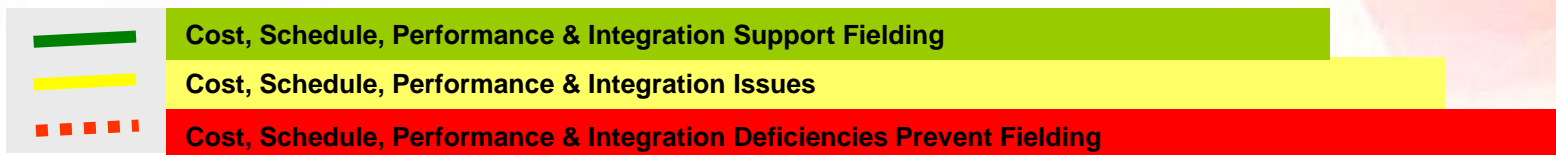
### Objective Fixed Wing Platforms:

F/A-22  
JSF  
UCAV  
F-16 (30/40/50)  
F-117  
A-10  
MQ-9  
B-1  
B-2


ISR:  
DPPDB  
GPS




Notional - for illustrative purposes



SOLID DENOTES CURRENT SYSTEM  
 DASH DENOTES FUTURE SYSTEM

Status: Cost Sched Perf Not Rated





# Our Shared Challenges

- **Focus shifting from platforms to capabilities and joint system solutions**
- **System complexity is increasing: Family-of-Systems and/or System-of-Systems interdependencies**
- **Understanding what capabilities only exist in the Family-of-Systems or System-of-Systems**
- **Demand for net-centric capability drives higher levels of integration**
- **Functional and physical interfaces expanding in number and complexity**
- **Testing System-of-Systems capabilities (demands on R&D and operational assets; JDEP-like approach)**
- **Evolutionary acquisition institutionalizing change**
- **New approaches in design and development must match new systems views**



# ***Future Joint Concepts***

## ***January 2005***

**Col Ed Yarnell**  
**Joint Staff J7 JETCD**  
**edward.yarnell@js.pentagon.mil**  
**703-697-3638**



# *Purpose & Agenda*

## **Purpose**

- To describe the role of future joint concepts in transforming the joint force.

## **Agenda**

- Capabilities Based Approach
- Family of Future Joint Concepts
- Joint Experimentation
- Linkage to Joint Capabilities Integration and Development System (JCIDS)
- Way Ahead



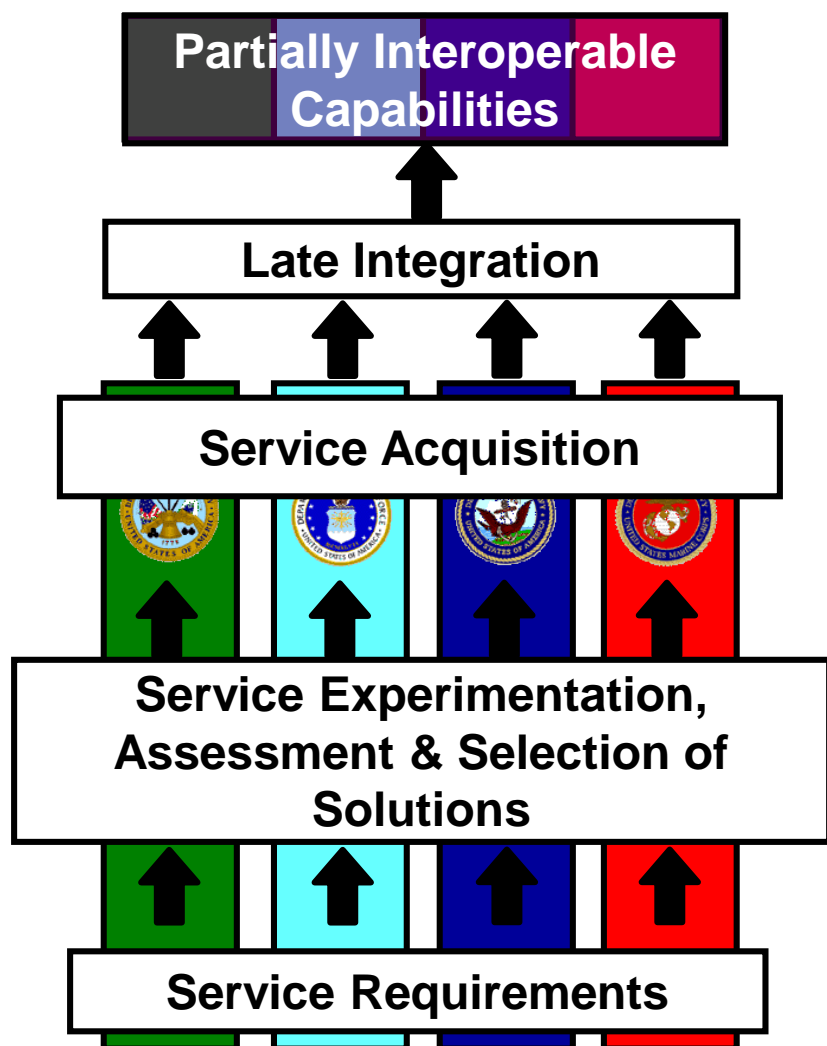


# Capabilities Based Approach

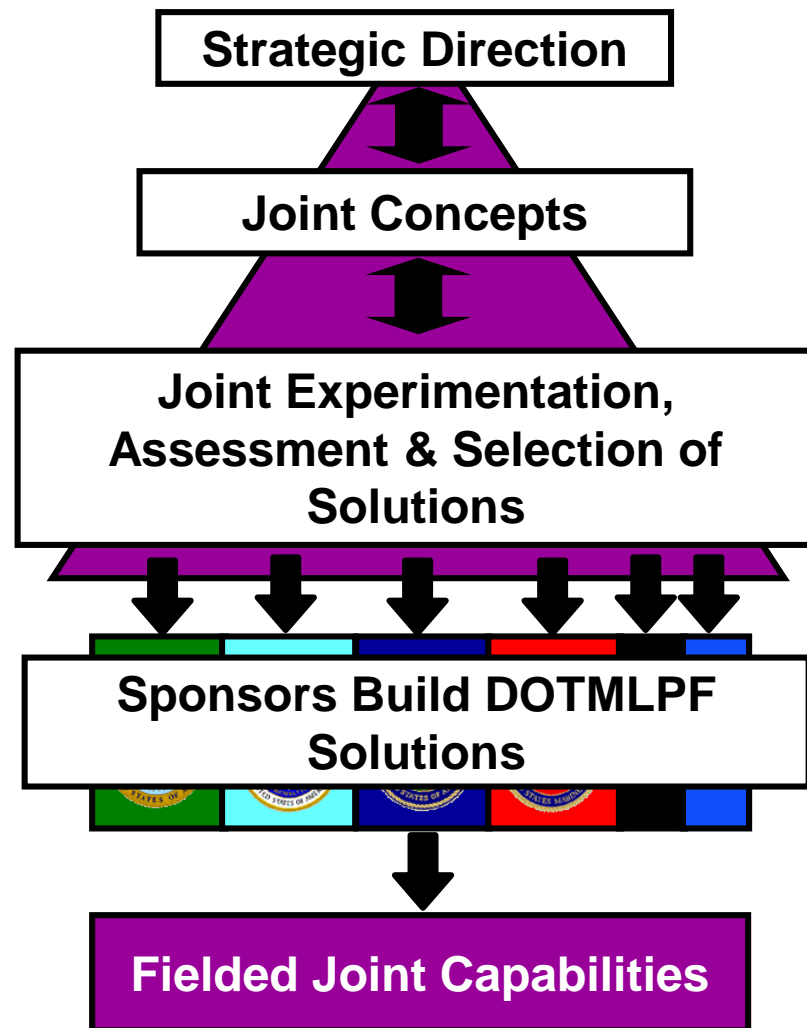


# Capabilities Based Approach

## Bottom-Up Threat Based



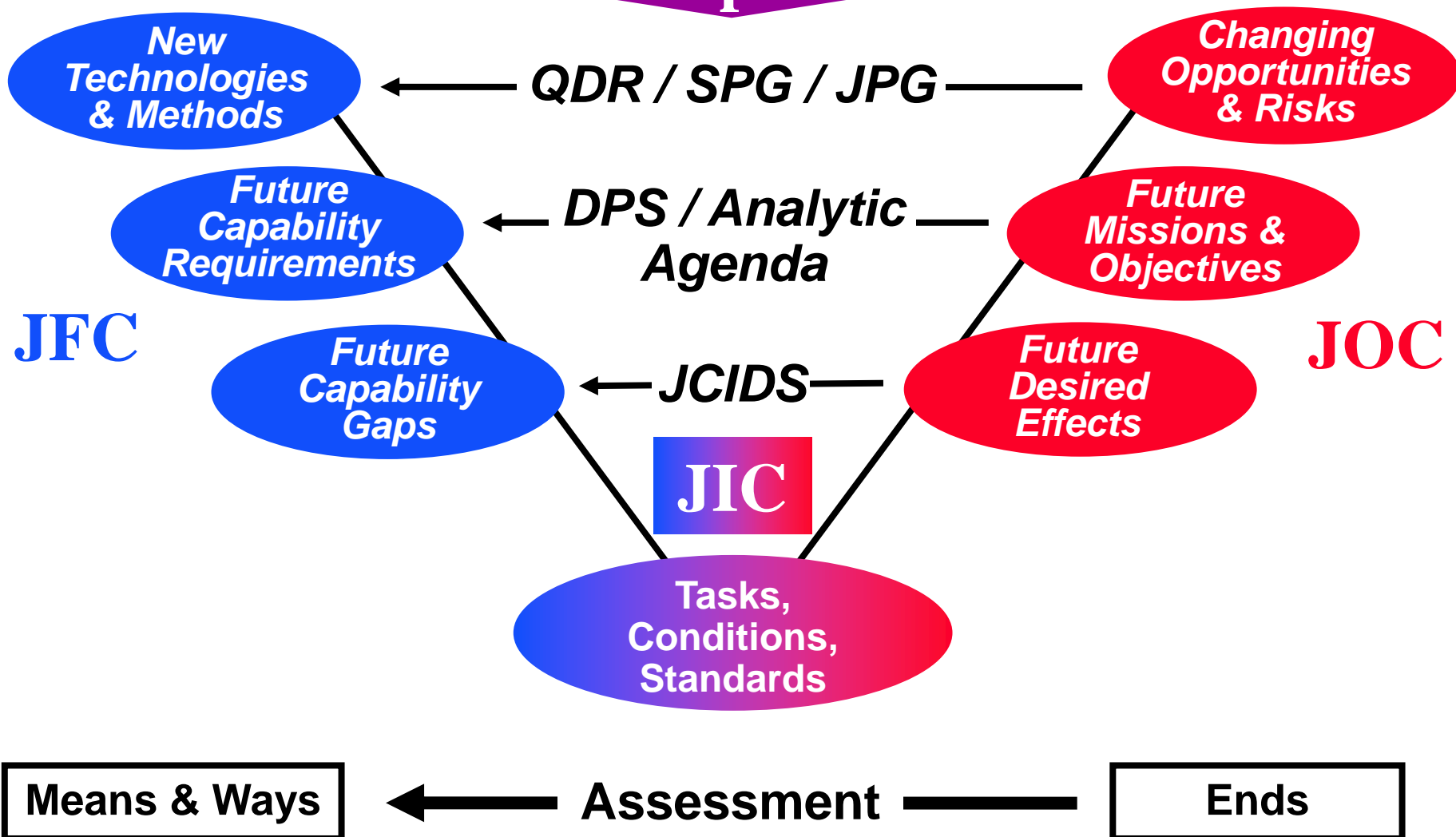
## Top-Down Capabilities Based





# Solving for Future Capabilities

## Strategy JOpsC



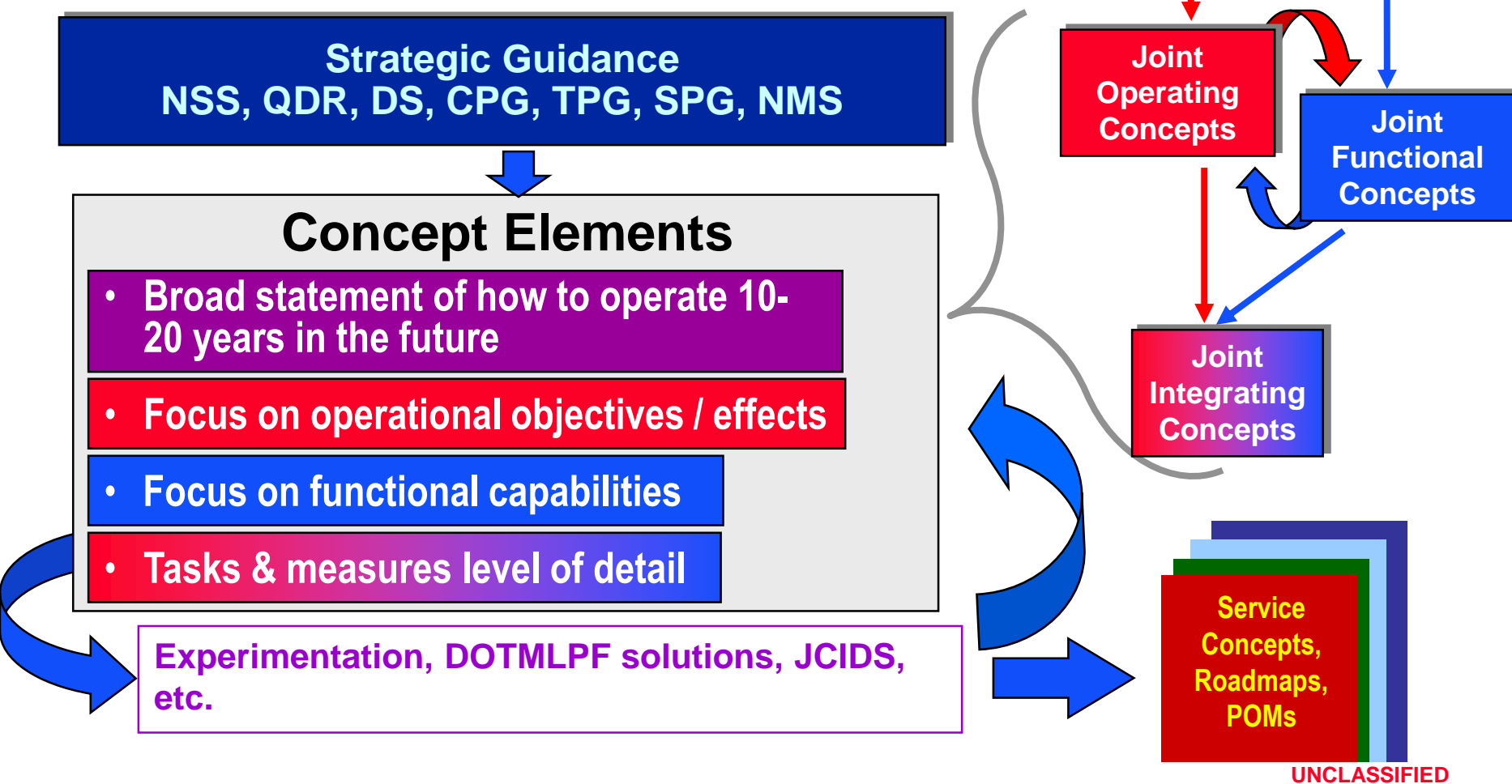


# Family of Future Joint Concepts



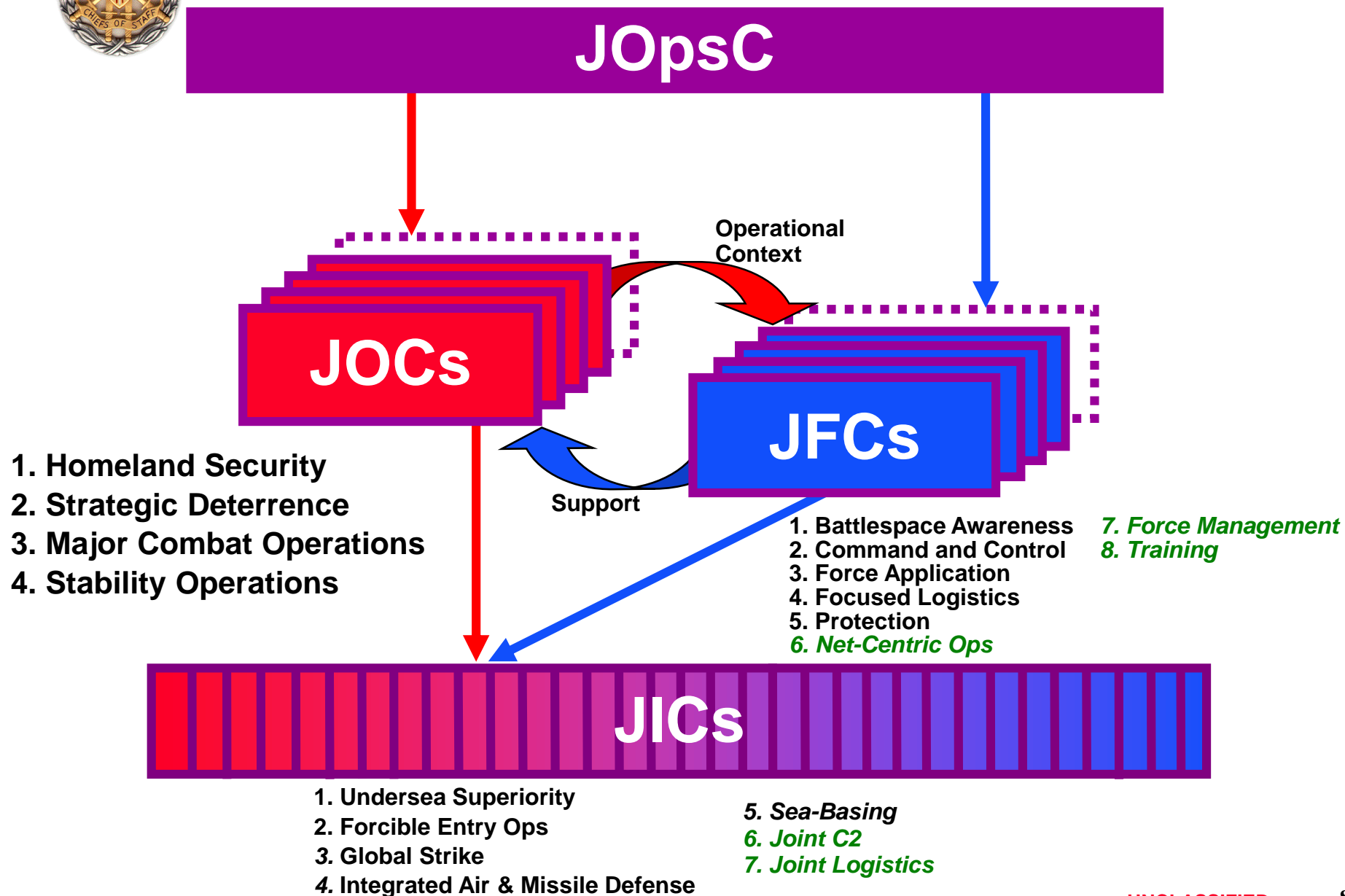
# Family of Joint Concepts

The Capabilities Based Methodology relies on joint concepts that translate strategic guidance into “born joint” capabilities. Current focus is to develop capability needs, **focused on 10-20 years in the future**, with sufficient resolution to support rigorous analysis and inform both future joint force employment and future joint force development.





# Current Joint Concepts







# *Future Joint Concepts Application*

- **Approved joint concepts:**
  - **Guide future force development (JCIDS, Defense Acquisition System, PPBE, Service & Joint Transformation Roadmaps)**
  - **Influence Defense Planning Scenarios (DPS) CONOPS**
  - **Provide hypotheses and context for experimentation**
  - **Guide Science & Technology exploration**
  - **Provide context for Test & Evaluation**

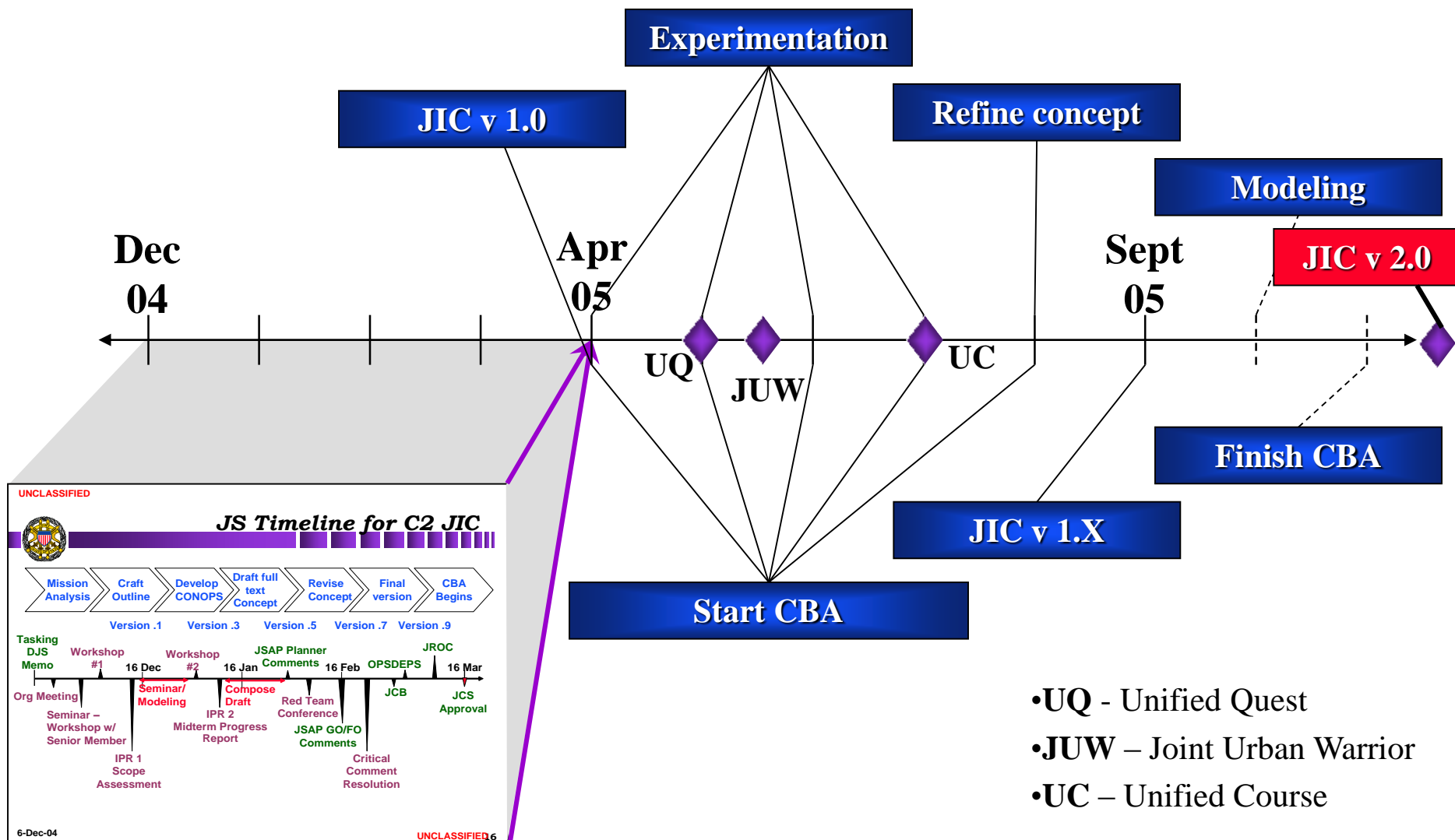


# Joint Experimentation



# Moving Beyond Version 1.0

C2 JIC & Capabilities Based Assessment Timeline



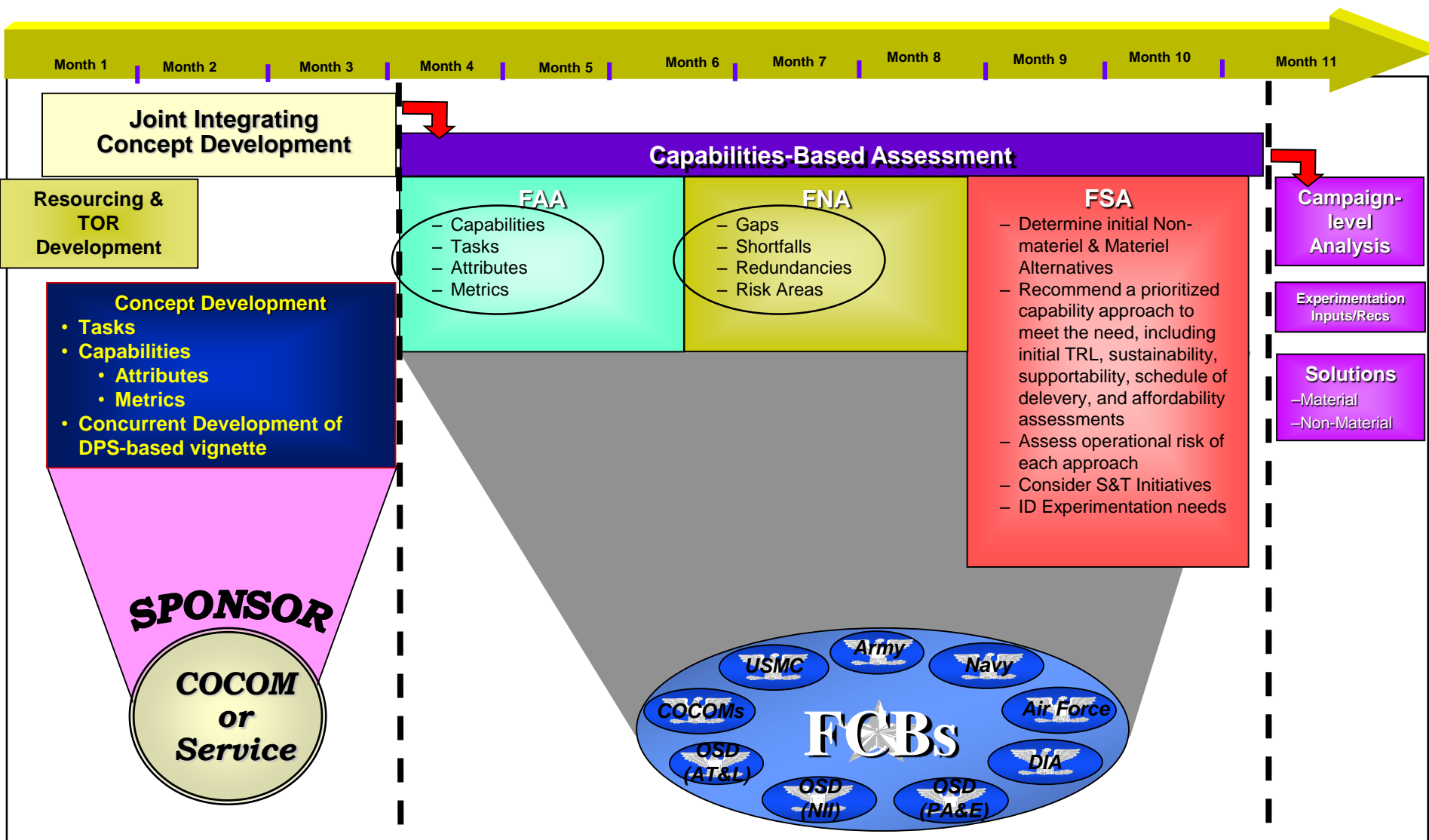
- UQ - Unified Quest
- JUW – Joint Urban Warrior
- UC – Unified Course



# Linkage to JCIDS



# Joint Integrating Concepts Process





# *JIC Linkage to JCIDS*

- **Authors deliver JICs with a detailed scenario, CONOPS, and list of tasks (with measures)**
- **Functional Capabilities Boards (FCB) perform Capabilities Based Assessment (CBA) on each JIC (one as lead, others supporting)**
- **FCBs perform data call to services to match JIC tasks to current, programmed, and planned systems**
- **FCB assesses JIC against baseline scenario provided by author, and then may run against additional scenarios (Defense Planning Scenarios) to refine the conditions and standards for each task and aggregate capability**
- **CBA output is a weighted list of capability needs, gaps, and excesses**





# Way Ahead



## Functional

1. Battlespace Awareness
2. Command & Control (C2)
3. Net-Centric
4. Force Application
5. Logistics
6. Force Protection
7. Force Management
8. Training

## Operational

9. Strategic Deterrence
10. Homeland Defense
11. Civil Support
12. Access & Interdiction
13. Air/Space Control Operations
14. Maritime/Littoral Control Operations
15. Land Control Operations
16. Special Operations
17. Information Operations
18. Noncombatant Protection
19. Assistance & Stabilization
20. Reconstruction & Transition
21. Shaping & Security Cooperation

SPG OA 05 Study  
Joint Force Capabilities  
Assessment (JFCA)



# Common Lexicon

- **Capability**: a combination of means (available resources) and ways (methods of employment) sufficient to perform an assigned task.
- **Task**: an action or activity derived from mission analysis, doctrine, standard procedures, or concepts that may be assigned to an individual or organization.
- **Standard**: a level of proficiency and sufficiency in performing a task.
- **Condition**: a variable of the battlespace (friendlies, adversaries, neutrals, environment) that affects task performance.
- **CONOPS**: a commander's overall concept and broad flow of tasks for an operation that shows how available capabilities will be applied to produce the effects necessary to achieve the mission endstate.
- **Effect**: a change to a condition, behavior, or degree of freedom.
- **Endstate**: the set of conditions, behaviors, and freedoms that defines achievement of the commander's mission.
- **Mission**: the purpose (objectives and endstate) and tasks assigned to a commander.
- **Measure**: quantitative or qualitative basis for describing the proficiency or sufficiency of task performance.



## • Unified Action

- Rapidly and with minimal warning
- With interdependent U.S. Armed Forces
- Striking directly at operational and strategic objectives
- Via decentralized/dispersed and networked command functions
- Continuously, simultaneously, and sequentially from multiple directions
- In multiple domains
- Using effects based approach



## • Knowledge Empowered

- Enhanced human understanding and technical data collection, and a system of systems understanding of the enemy, his culture and the environment
- Reliance on a heuristic organization

## • Networked

- Connected and synchronized in time and purpose at all levels — which facilitates interdependent operations across the global battlespace

## • Integrated

- The future joint force will have integrated planning and execution at all levels, operational through tactical, which facilitate seamless operations without extra effort

## • Expeditionary

- Postured for rapid deployment, employment and sustainment – regardless of anti-access, or area-denial environments

## • Adaptable

- Forces that are versatile, scalable, agile, and responsive, and whose leaders are intellectually empowered by background of experience and education

## • Compelling

- An enhanced ability to precisely engage holistically in all domains, conditions and environments with an array of lethal and non-lethal capabilities



## ***Joint Concept Development and Revision Plan***

- Updated guidance on Family of Joint Future Concepts
  - Definitions & Purpose
  - Topic Selection, Assignment and Approval
  - Development & Revision Responsibilities
  - Timelines
- **Currently under revision as CJCSI 3010.02B**
- *Joint Staff J7 is single OPR for all Joint Concepts (JOpsC, JOCs, JFCs, JICs)*
- *JCDRP available at [www.dtic.mil/jointvision](http://www.dtic.mil/jointvision)*



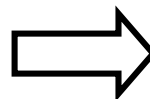
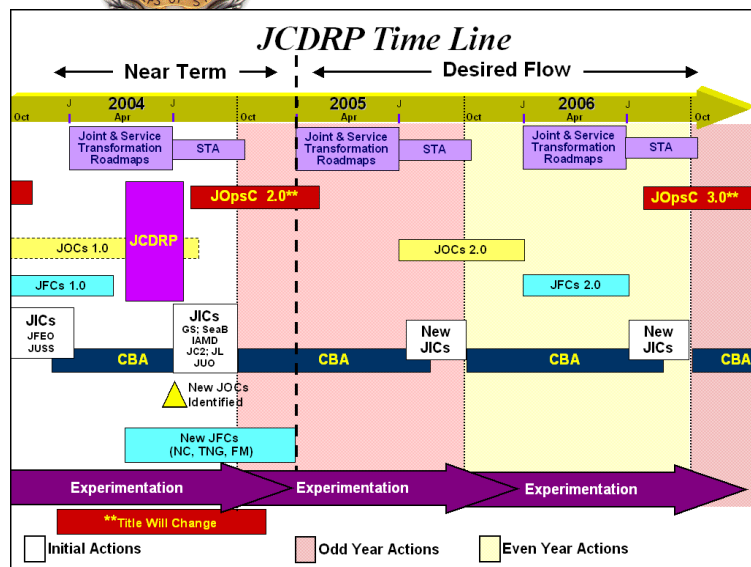


# *Process Highlights*

- **Establish forums for competition of ideas**
- **Any Service, COCOM, or JS Directorate may lead concept development and all may participate**
- **Required concept elements (template / lexicon)**
- **Progress reviews presented to JCS or JROC**
- **Concept revision battle rhythm to facilitate experimentation and synchronize efforts**
- **Identifies responsibilities for concept development**
- **Establish approval process**



# Process-Guidance-Recommendation Linkage



	Traditional	Irregular	Catastrophic	Disruptive
Strategic Objectives (Policy Outcomes)	Defeat adversaries at the time, place, and manner of our choosing	Assure security conditions for others (indigenous, international, or other USG elements) to stabilize environment in theater of ops (rule of law, nation-state accountability, economic viability)	Deter & Defeat attacks on the Homeland from the commons Assure support to lead-federal agency in broader Homeland security operations	Dissuade potential enemies from seeking asymmetric military advantage
Planning Targets (Stretch Goals)	Seize Initiative -- 10 Meet 1st SD Objectives -- 30 Engage 2nd SD -- 30 IAW Contingency Planning Guidance	Sustain distributed expeditionary ops -- 300K / 2 years, 200K / 5 years Constitute, train, & equip local force -100K in 180 days	Deny attacks from commons Respond to 3 coordinated domestic CM events involving 100K each Prevent proliferation of WMD through the commons within 12 hours of tasking	Stay 1 generation ahead of potential competitors Provide decade of forewarning of new disruptive technology
Joint Concepts ▪ JOCs - JICs	▪ Major Combat Operations - Forcible Entry - Global Strike - Undersea Superiority - Integrated Air & Missile Defense	▪ Stability Operations ▪ Combating Terrorism? ▪ Irregular Operations?  <i>Potential JOCs</i>	▪ Strategic Deterrence ▪ Homeland Security	▪ Dissuasion? ▪ Cost-Imposing Approaches?  <i>Potential JOCs</i>

Illustrative Only



## Recommendations

- Irregular Operations (SOCOM) (C, I)
- Shaping Operations (EUCOM or JFCOM) (T,D)
- Information Operations\* (STRATCOM) (I, D)
- Re-scope MCO & SO JOCs (T,D)

\*recommend JFC



## Wining Process

- Reviewed Departmental guidance (SPG)
- Analyzed current concept coverage against potential areas of significant interest
- Solicited recommendations for candidate JOCs from OSD, JS, Services, & COCOMs,
- Briefed OPSDEPS
- Socialization with OSD and other stakeholders



# *Questions?*

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**Joint Staff J7 JETCD**  
**[edward.yarnell@js.pentagon.mil](mailto:edward.yarnell@js.pentagon.mil)**  
**703-697-3638**



# *Joint Operations Concepts (JOpsC)*

## **Evolved Definition:**

**The JOpsC is an overarching description of how the joint force will operate 10-20 years in the future in all domains across the range of military operations within a multi-lateral environment in collaboration with interagency and multinational partners. It guides the development of future joint concepts and joint force capabilities. The JOpsC establishes the unifying framework for the family of joint concepts, the attributes and broad strategic and operational tasks for the future joint force, a campaign framework for future operations, the long-range focus for joint experimentation, and the conceptual foundation for unified action towards implementing the military aspects of national strategy.**

*-JCDRP*



# *Joint Operating Concept (JOC)*

## **Evolved Definition:**

**A JOC is an operational-level description of how a Joint Force Commander 10-20 years in the future will accomplish a strategic objective through the conduct of operations within a military campaign. This campaign links endstate, objectives, and desired effects necessary for success. The concept identifies broad principles and essential capabilities and provides operational context for JFC and JIC development and experimentation.**

***-JCDRP***



# *Joint Functional Concept (JFC)*

## **Evolved Definition:**

**A JFC is a description of how the joint force will perform a particular military function across the full range of military operations 10-20 years in the future. JFCs support the JOpsC and JOCs and draw operational context from them. JFCs identify required capabilities and attributes, inform JOCs, and provide functional context for JIC development and joint experimentation.**

***-JCDRP***





# *Joint Integrating Concept (JIC)*

## **Evolved Definition:**

**A JIC is a description of how a Joint Force Commander 10-20 years in the future will integrate capabilities to generate effects and achieve an objective. A JIC includes an illustrative CONOPS for a specific scenario and a set of distinguishing principles applicable to a range of scenarios. JICs have the narrowest focus of all concepts and distill JOC and JFC-derived capabilities into the fundamental tasks, conditions and standards required to conduct Capabilities-Based Assessment (CBA).**

*-JCDRP*



# Bounding the Problem

(JCS Tank Guidance, 14 June 04)

Homeland  
Security

Stability  
Operations

Strategic  
Deterrence

**Major Combat  
Operations**

**Seize the  
Initiative**

**This context ...**

**Operational  
Access**

**... for these topics**

**Undersea  
Superiority**

*JUSS*

**Forcible  
Entry**

*JFEO*

**Basing**

**Global  
Strike**

**IAMD**

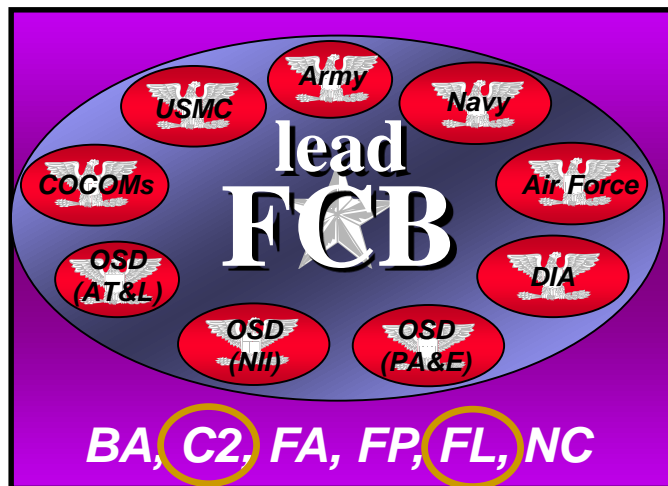


# Horizontal Assessment

(JCS Tank Guidance, 14 June 04)

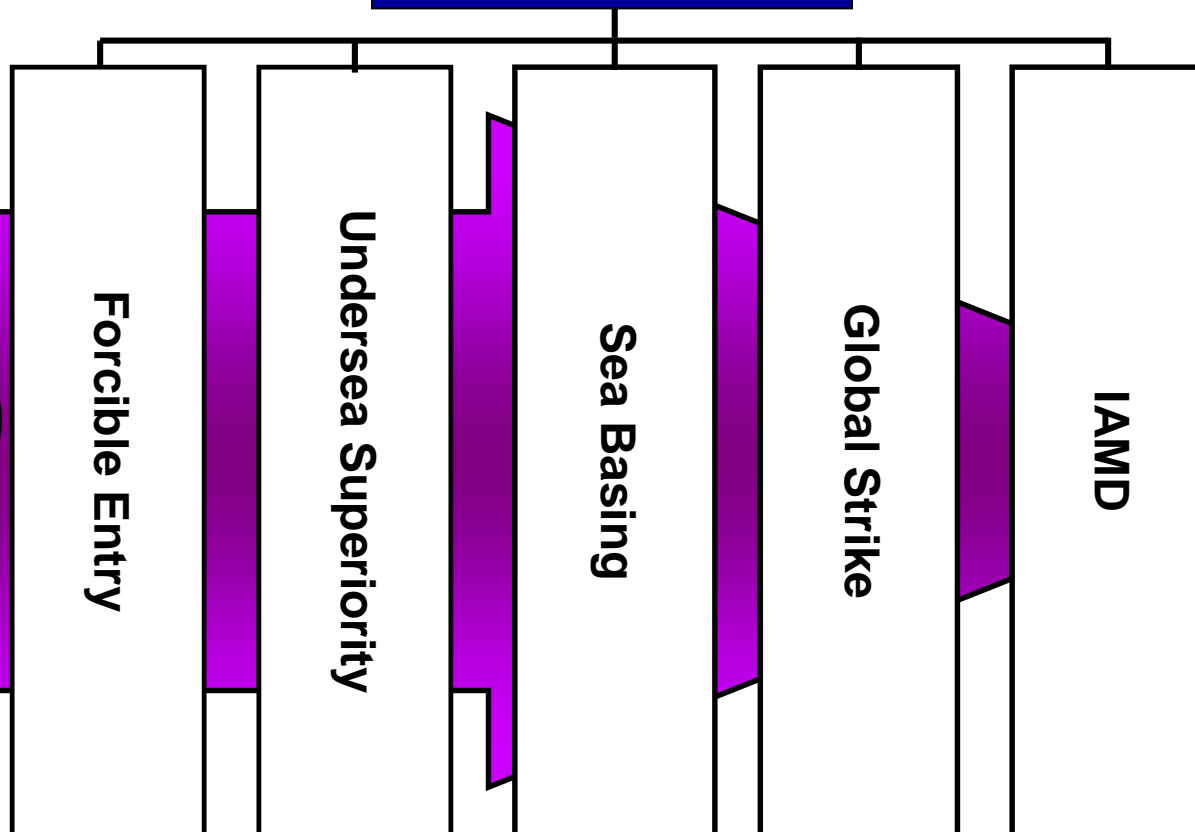
## Joint Integrating Concepts

*“how a Joint Force Commander integrates functional means to achieve operational ends”*



*“hot sweaty pile” approach*

## Operational Access





# *JCDRP Assigned Responsibilities*

- **SecDef**

- Assign and approve revisions to the JOpsC
- Approve all JOCs

- **Chairman**

- Ensure all concepts reflect applicable guidance and each accomplishes its tasked purpose

- **JCS and JROC**

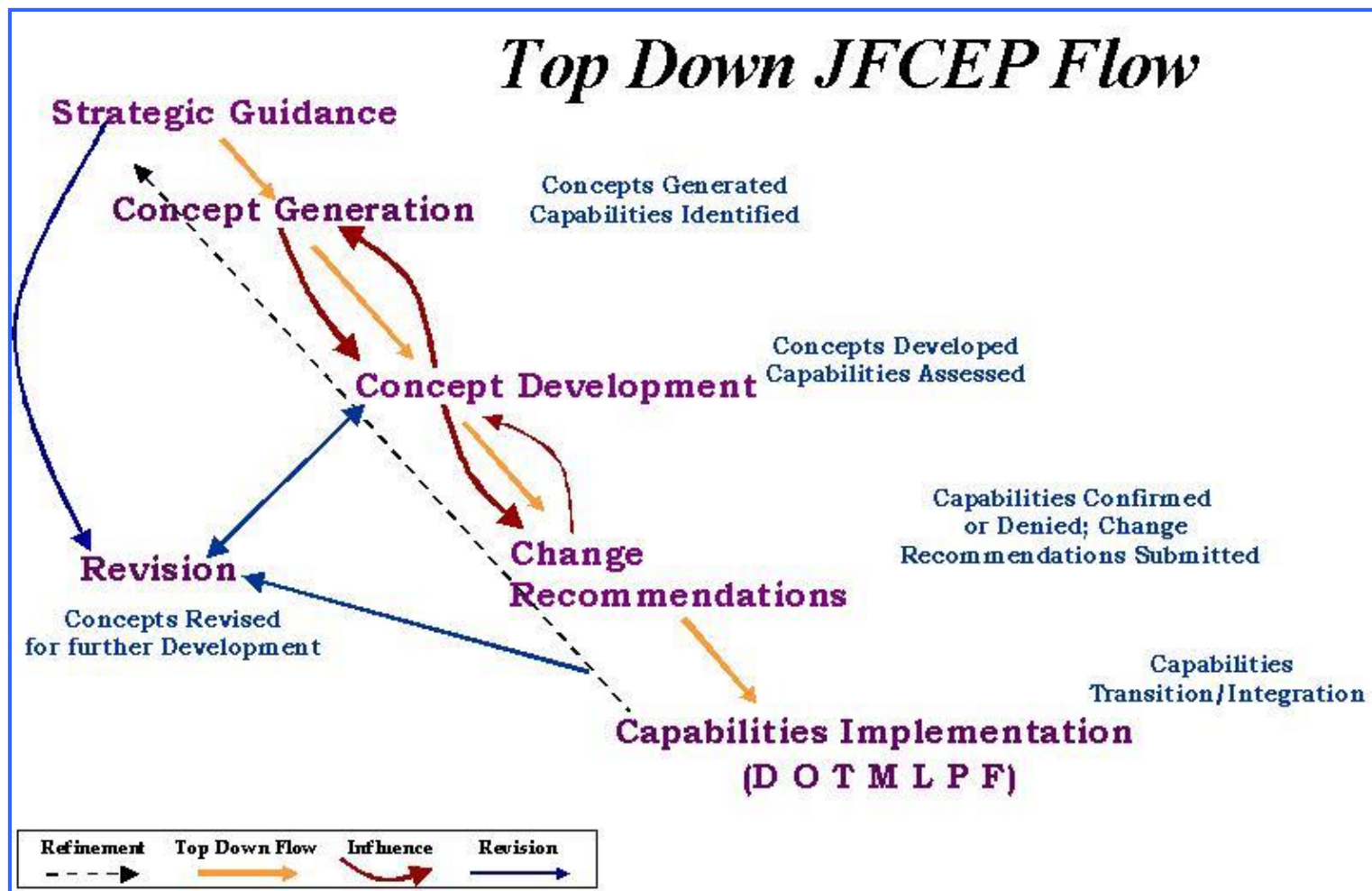
- JCS endorse the JOpsC and JOCs for SecDef approval
- JCS assign JOCs
- JCS assign and approve JICs
- JROC assigns and approve JFCs

- **JFCOM**

- Leads joint experimentation → Recommendations to improve the joint force

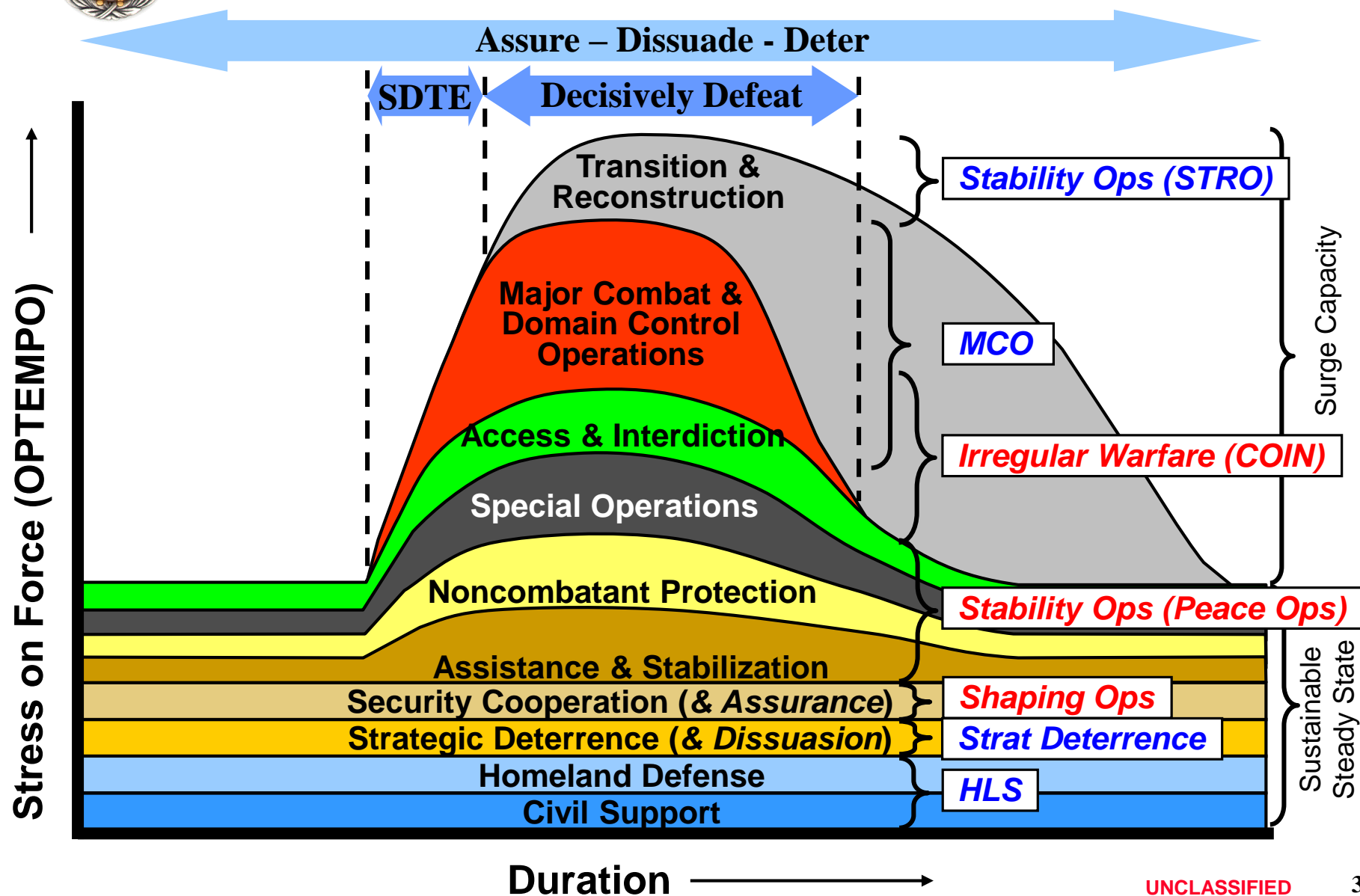


# Concept Development Flow





# Spectrum of Military Engagement





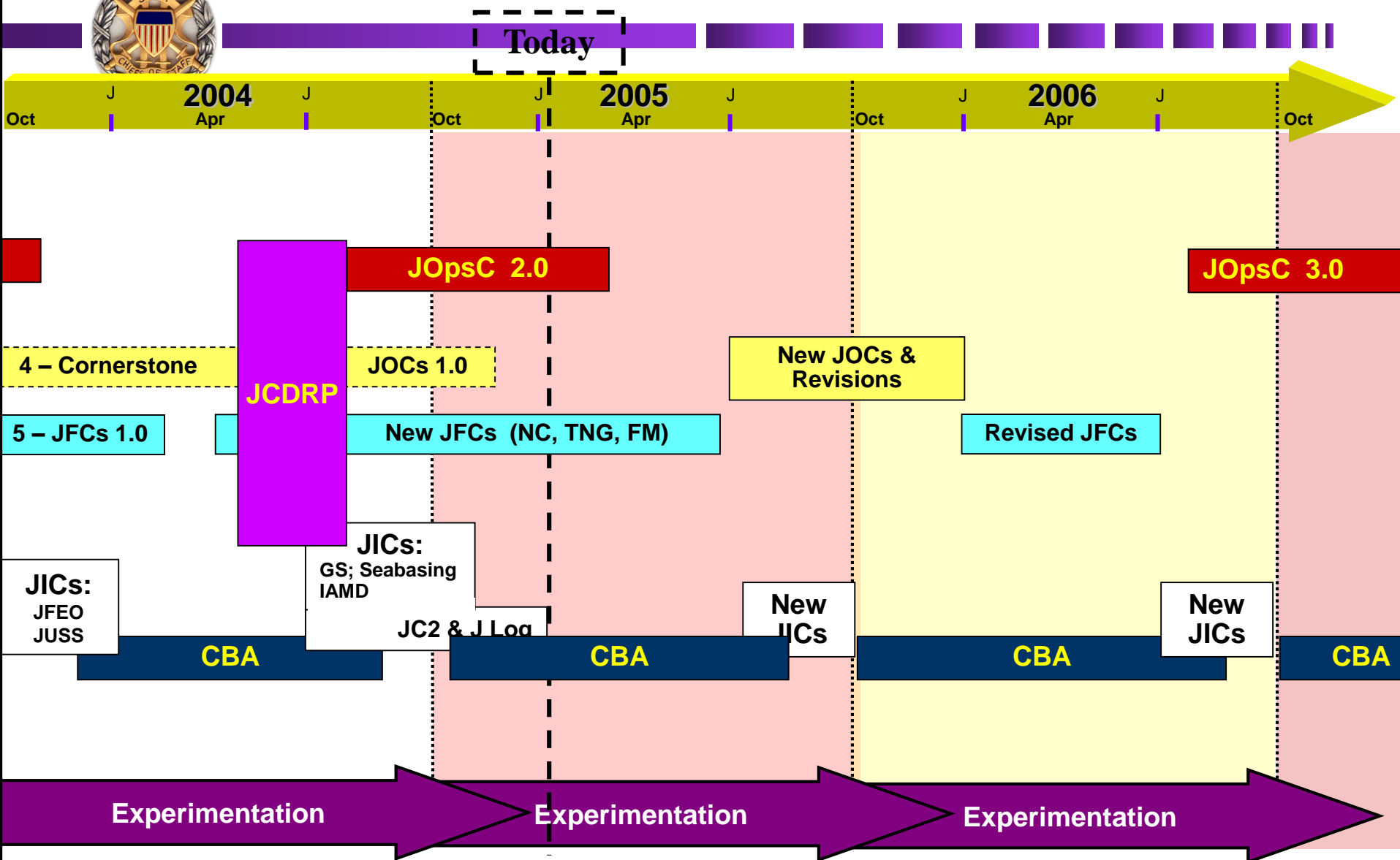


# Attributes of a Transformed Joint Force

- **Fully Integrated**
  - All DoD component capabilities are born joint and are able to integrate into a focused effort with a unified purpose
- **Networked**
  - Linked and synchronized in time and purpose—allowing dispersed forces to communicate, maneuver, and share a common operating picture
- **Adaptable**
  - Forces that are tailorable and scalable, prepared to quickly respond to any contingency
- **Expeditionary**
  - Rapidly deployable, employable, and sustainable—regardless of anti-access, or area denial environments
- **Decision Superior**
  - Gain and maintain information superiority to shape the situation or react to changes
- **Decentralized**
  - Uses collaborative planning and shared knowledge to empower subordinate commanders to compress decision cycles
- **Lethal**
  - Capability to destroy an adversary and/or his systems in all conditions and environments



# Joint Concept Development & Revision Plan Time Line



Initial Actions

Odd Year Actions

Even Year Actions



# Joint Experimentation Strategy

- Leverage Combatant Commander Exercises and Operations
- Leverage Service Sponsored Wargames and Seminars

- Field the Standing Joint Force Headquarters (SJFHQ) – including the enabling concepts for developing transformational joint command and control
- Pursue rapid, prototyping of capabilities to improve joint warfighting now

